The Religious Support Mission

Chapter 1

SECTION I. THE MISSION OF THE UMT

The Religious Support Mission

The mission of the Unit Ministry Team is to furnish comprehensive religious support to soldiers, their families, and other authorized personnel.

Comprehensive Religious Support

Comprehensive religious support includes pastoral acts, rites, ceremonies, sacraments, ordinances, worship and educational opportunities, and pastoral counseling and visits performed or provided for by the UMT. Comprehensive religious support also includes battle fatigue interventions, moral and ethical counseling, social concerns, and advice to the command.

SECTION II. MISSION ORIGIN

The First Amendment of the United States Constitution guarantees every American the right to the free exercise of religion.

"Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof …."

The religious support mission of the UMT is rooted in this First Amendment provision. Religious support (RS) in the Army is designed to provide for this constitutional right to our soldiers.

The UMT, in general, and the chaplain, specifically, is required by public law to conduct religious services for soldiers of the command to which they are assigned.

Each chaplain shall, when practicable, hold appropriate religious services at least once on each Sunday for the command to which he is assigned, and shall perform appropriate religious burial services for members of the Army who die while in that comand   Title 10 U.S. Code, Section 3547

ACCOMMODATING PRACTICES The Army's policy is to approve requests for accommodation of religious practices when those accommodations will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline or otherwise interfere with the performance of the soldier's military duties.

The decision to accommodate rests with the commander. Accommodation of a soldier's religious practices can not always be guaranteed and must depend upon military necessity [AR 600-20 and DA Pam 600-75].

The planning factors Mission, Enemy Situation, Troops, Terrain and Weather, Time Available and Civilian Considerations enter into the accommodation decision.

> **Religious Support Activities, defined in FM 16-1, uses the terms "perform" and "provide."**
>
> **"To perform" means to do an activity or task personally.**
>
> **"To provide" means to do what is necessary to ensure that an activity or task is accomplished.**

SECTION III. PRINCIPLES AND ACTIVITIES

TRADITIONAL CORPS MISSION The traditional mission of the Chaplaincy follows the Core Doctrinal Principles.

> ## CORE DOCTRINAL PRINCIPLES OF THE CHAPLAIN CORPS
>
> **In accomplishing the religious support mission, the UMT follows the three Core Doctrinal Principles:**
> - **nurturing the living**
> - **caring for the wounded**
> - **honoring the dead**

There are 11 categories of Religious Support Activities performed by unit ministry teams in varied assignments (see Figure 1-1).
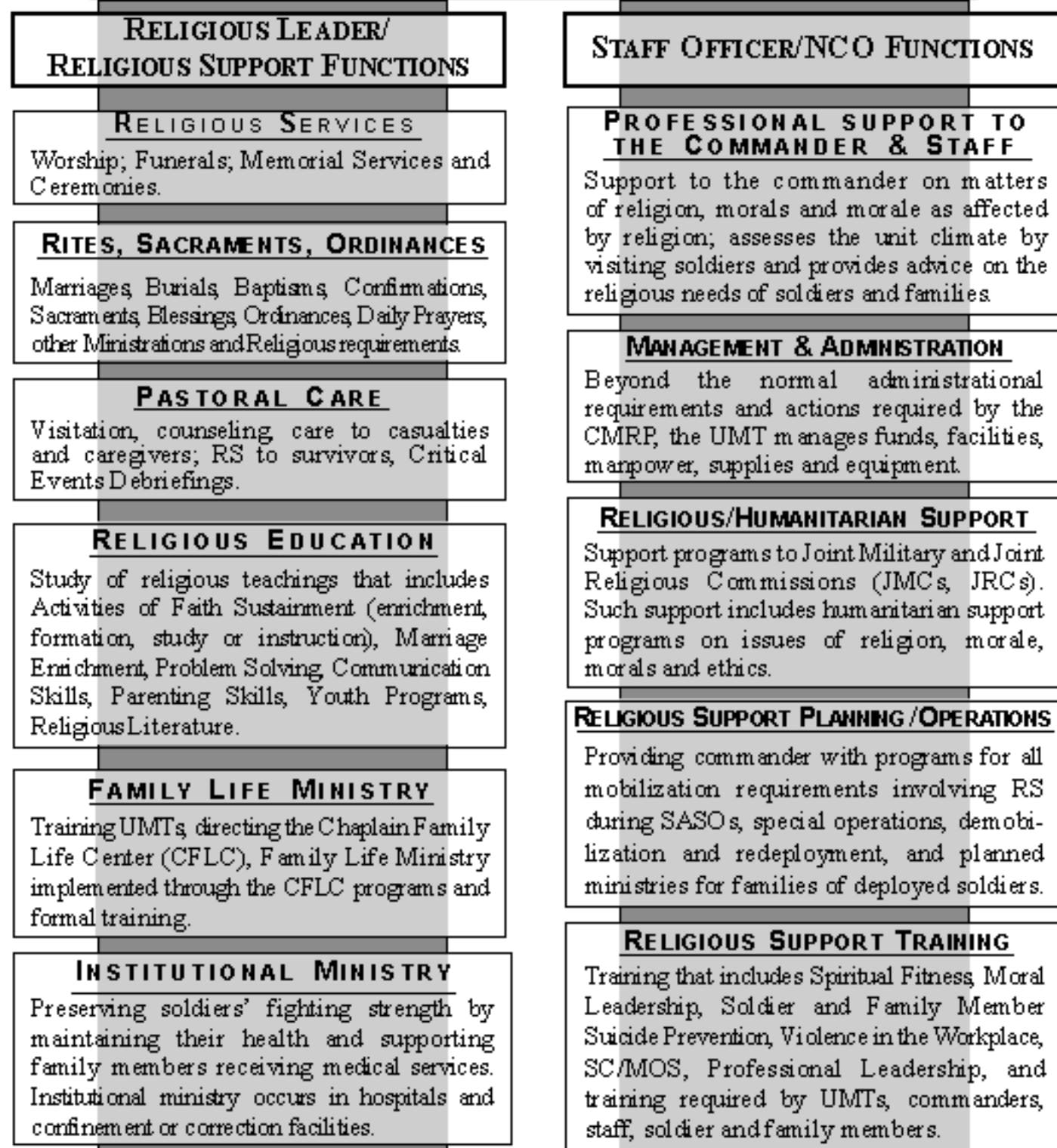
UMT Religious Support Activities

RELIGIOUS LEADER/ RELIGIOUS SUPPORT FUNCTIONS

RELIGIOUS SERVICES
Worship; Funerals; Memorial Services and Ceremonies.

RITES, SACRAMENTS, ORDINANCES
Marriages, Burials, Baptisms, Confirmations, Sacraments, Blessings, Ordinances, Daily Prayers, other Ministrations and Religious requirements.

PASTORAL CARE
Visitation, counseling, care to casualties and caregivers; RS to survivors, Critical Events Debriefings.

RELIGIOUS EDUCATION
Study of religious teachings that includes Activities of Faith Sustainment (enrichment, formation, study or instruction), Marriage Enrichment, Problem Solving, Communication Skills, Parenting Skills, Youth Programs, Religious Literature.

FAMILY LIFE MINISTRY
Training UMTs, directing the Chaplain Family Life Center (CFLC), Family Life Ministry implemented through the CFLC programs and formal training.

INSTITUTIONAL MINISTRY
Preserving soldiers' fighting strength by maintaining their health and supporting family members receiving medical services. Institutional ministry occurs in hospitals and confinement or correction facilities.

STAFF OFFICER/NCO FUNCTIONS

PROFESSIONAL SUPPORT TO THE COMMANDER & STAFF
Support to the commander on matters of religion, morals and morale as affected by religion; assesses the unit climate by visiting soldiers and provides advice on the religious needs of soldiers and families.

MANAGEMENT & ADMINISTRATION
Beyond the normal administrational requirements and actions required by the CMRP, the UMT manages funds, facilities, manpower, supplies and equipment.

RELIGIOUS/HUMANITARIAN SUPPORT
Support programs to Joint Military and Joint Religious Commissions (JMCs, JRCs). Such support includes humanitarian support programs on issues of religion, morale, morals and ethics.

RELIGIOUS SUPPORT PLANNING/OPERATIONS
Providing commander with programs for all mobilization requirements involving RS during SASOs, special operations, demobilization and redeployment, and planned ministries for families of deployed soldiers.

RELIGIOUS SUPPORT TRAINING
Training that includes Spiritual Fitness, Moral Leadership, Soldier and Family Member Suicide Prevention, Violence in the Workplace, SC/MOS, Professional Leadership, and training required by UMTs, commanders, staff, soldier and family members.

Figure 1-1 — Religious Support Activities

The Unit Ministry Team

SECTION I. THE UMT AND RELIGIOUS SUPPORT

Religious support is provided to the soldiers, commander and members of the UMT itself. The UMT advises the commander on soldier problems, religious support, indigenous religions, battle fatigue ministry, and pastoral counseling.

THE RELIGIOUS SUPPORT PLAN

Commanders are responsible for the religious, spiritual, moral, and ethical welfare of all personnel in their command and they address these religious needs through a Religious Support Plan (RSP). An RSP provides guidance for managing the religious support assets to cover all of the religious needs of the organization. The RSP is the commander's plan, and the UMT executes that plan for the commander.

UMT STRUCTURE

The UMT structure is designed to assist the commander to accomplish the mission of providing religious ministry and support. UMTs are manned and equipped to provide comprehensive religious support during all phases of training, combat operations, stability and support operations, and peacetime. A UMT is composed of U.S. Army chaplains and chaplain assistants who are assigned to a unit.

> *MINIMUM PERSONNEL FOR A UNIT MINISTRY TEAM*
>
> **The minimum personnel requirement for the UMT is one chaplain and one chaplain assistant assigned to the same Army unit.**

Within force structure constraints, UMTs are located at all levels of assignment, from battalion level through corps and installation. The distribution and size of UMT

assets are determined by mission requirements and task analysis.

The doctrine guiding the utilization of the UMT in the military operations (FM 100-5) and in religious support (FM 16-1) specifies the UMT's mission requirements. FM 16-1 additionally establishes doctrine and provides guidance for the UMT in Stability and Support Operations (SASO).

SECTION II. RELIGIOUS SUPPORT FUNCTIONS

It is customary for religious support to be expressed in terms of *coverage*. Traditionally, coverage deals with the type of support a chaplain and chaplain assistant provide to elements of the unit. Coverage consists of three religious support functions: unit support, area support, and denominational support.

> **Unit Support**

> Support given to the unit of assignment and to all those attached to the unit. The team normally gives first priority to this mission.

> **Area Support**

> Support given to soldiers, members of other services, and authorized civilians who are not a part of the team's unit, but who are operating within the same area of operations (AO) without organic or available religious support.

> **Denominational Support**

> Support given to meet soldiers' and authorized persons' specific denominational needs. Denominational support may be limited to available assets. UMTs usually provide denominational support on an area basis.

SECTION III. ROLES OF THE CHAPLAIN

The chaplain assists the commander in providing for the religious, spiritual, and moral well-being of all soldiers in the command. As a clergyperson and as a commissioned Army officer, the chaplain performs two basically complementary roles — that of religious leader and staff officer.

SCOPE OF COMMITMENT The chaplain must maintain the highest character, be tolerant of all religious traditions, and be fully committed to the professional Army ethic.

A chaplain's commitment to serving the soldier is displayed no better than by the example set by the chaplain. In performance of duty and in life habits, a chaplain must maintain the highest quality of character and level of personal and professional traits to be found in the U.S. Army. A chaplain's credibility as advisor to the commander and to the soldiers within the unit is established and maintained by the example the chaplain provides to those supported. In addition to advising the commander, the chaplain serves as an example within the command — as well as the community — in sense of dedication and responsibility, loyalty, discipline, personal integrity, moral courage, selflessness and moral standards. Failure to be exemplary in any of these traits can quickly erode the credibility of the chaplain in the unit.

RELIGIOUS LEADER The primary mission of the chaplain is to perform or provide religious ministry to soldiers. The chaplain supports all soldiers in the free exercise of their religious beliefs and provides religious ministry to soldiers as they experience the stress and brutality of the battlefield. A chaplain's unqualified toleration and respect for all religious traditions is essential to providing our pluralistic Army with the means to practice religious beliefs.

Combat stress can result in immoral, even inhumane, practices. These practices include the dehumanizing treatment of friendly troops, enemy prisoners of war, or civilians; violations of codes of morality; illegal acts; desecration of sacred places; and disrespect for human life. Through worship, pastoral counseling, and moral instruction, chaplains affirm the value of human life, justice, dignity, and truth, thereby challenging soldiers to serve their country honorably.

STAFF OFFICER Chaplains are personal staff officers. They advise and consult on matters such as unit religious needs, ethics, morals, and morale. Chaplains advise the commander on the culture, customs, and religions of the local population within the area of operations (see FM 41-10, *Civil Affairs Operations*, for more information). The information which the chaplain gives to the commander is used in conducting combat while maintaining respect for indigenous religions and safeguarding the sacred places of the local people.

The chaplain must uphold those professional fundamentals known as the Army ethic — loyalty to the ideals of nation; loyalty to the unit; personal responsibility; and selfless service.

NON-COMBATANT STATUS **Chaplains will not bear arms.** The Geneva and Hague Conventions, Customary and International Law accord the chaplain the status of non-combatant. When captured by enemy forces (detaining powers), the chaplain is not a prisoner of war (POW), but is retained for the sole purpose of ministering to POWs held by the detaining power. See FM 16-1, *Religious Support*, and FM 27-10, *Laws of War*, for more information. Responsibilities of the chaplain and chaplain assistant in reporting war crimes are outlined in Section II of Appendix F.

SECTION IV. ROLES OF THE CHAPLAIN ASSISTANT

The chaplain assistant is a soldier who has received special training to assist the chaplain in accomplishing the RS mission. Like the chaplain the chaplain assistant performs in two essential roles: staff noncommissioned officer and religious support provider. The chaplain assistant is vitally important, and a full 50 percent of the team. The mission of the UMT as written in this manual cannot be fully accomplished without them. Therefore, the first responsibility is to ensure that their working relationship with the chaplain is one of a trusted and respected team member.

SCOPE OF COMMITMENT In the performance of duty, the chaplain assistant must reflect respect and support for all religious traditions. The chaplain assistant's personal conduct must be consistent with the values supported in the religious support plan. Apart from official duties, chaplain assistants are entitled to the same right to free exercise of religion as are the soldiers they support.

In accepting the chaplain assistant MOS, enlisted soldiers accept the high moral and ethical standards of this position. The chaplain assistant must be committed to the professional Army ethic — the basic professional beliefs and values to be held by all soldiers — loyalty to the ideals of nation; loyalty to the unit; personal responsibility; and selfless service.

Chaplain assistants must exhibit and value the following four leadership qualities: courage (physical and moral courage); candor (openness and honesty in all matters); competence (proficiency in professional knowledge, judgment, and skills); and commitment (devotion to training themselves and the soldiers under them to be the best).

The chaplain assistant is a soldier trained to assist the chaplain in religious support and is essential to the religious support mission. Under the supervision of the chaplain, the chaplain assistant coordinates UMT operations. Apart from official duties, a chaplain assistant is also a soldier who is entitled to the same right to free exercise of religion as those soldiers they support.

Chaplain assistants may participate *voluntarily* as individuals in lay ministries, as long as it does not interfere with their normal duties. This must be done with the approval, and under the supervision, of the appropriate chaplain. For example, chaplain assistants may serve as Extraordinary Ministers of the Eucharist (EMEs), or Denominational Service Leaders under the same requirements and restrictions as any other lay leader.

The chaplain assistant performs many staff functions. At the chaplain's direction, the chaplain assistant attends briefings and monitors the tactical situation. The chaplain assistant assists the chaplain in preparing the religious support estimate, plan, and annex, and coordinates religious activities. The chaplain assistant assesses soldier morale as affected by religion and provides this information to the chaplain. The chaplain assistant performs administrative and logistical tasks to support the religious support mission.

The chaplain assistant accompanies the chaplain in the area of operations. As a combatant, the chaplain assistant carries a weapon and provides security for the team on the battlefield. The chaplain assistant assists with battle fatigue prevention, identification, intervention and care. The chaplain assistant also assists with emergency religious support for wounded and dying soldiers on the battlefield.

STAFF NCO   The UMT Noncommissioned Officer (NCO) advises the command sergeant major on enlisted issues affected by religion or morale, and is an active member of the NCO support channel. The UMT NCO supervises, mentors and trains chaplain assistants in subordinate units and participates in the planning process and execution of the religious support mission. The UMT NCO procures contracts for goods and services, coordinates and monitors the CMRP.

The UMT NCO provides training to the unit and to subordinate chaplain assistants in suicide prevention awareness, battle fatigue identification and intervention, stress management, and counseling. At senior levels, NCOs plan, brief, and perform operational training with other staff NCOs, coordinate enlisted taskings, and recommend the assignment of enlisted personnel.

CHAPLAIN ASSISTANTS AND RELIGIOUS SUPPORT

The chaplain assistant furnishes religious support of an operational and logistical nature to enable the UMT to perform its mission. The chaplain assistant, in conducting official duties, will not be required to perform religious support activities of a pastoral nature. Apart from official duties, a chaplain assistant may participate voluntarily as an individual in lay ministries. This must be done with the approval, and under the supervision, of the appropriate chaplain.

For example, chaplain assistants may serve as Lay Eucharistic Ministers (LEMs) or lay readers. At echelons above battalion, the chaplain assistant functions in the additional role of trainer for subordinate-level chaplain assistants.

COMBAT STATUS

The chaplain assistant is a combatant. As such, the chaplain assistant will maintain and qualify with weapons in order to furnish the following:

- ◆ Security for the UMT during movement.

- ◆ Additional security during the conduct of religious activities in the area of operations.

- ◆ Additional defense, when necessary, of friendly units and positions.

- ◆ Defense of wounded soldiers and caregivers providing life saving aid.

Because of the requirement to bear arms and the training necessary to accomplish the above tasks, (in the absence of a chaplain assistant) the command will not assign a conscientious objector as a special duty assistant to the chaplain.

Should chaplain assistants become captured they will be treated as POWs and will (in all likelihood) be separated from the chaplain. For this reason the decision to remain behind with wounded or dying soldiers, and risk the possibility of capture is a joint decision. This decision is not to be taken lightly, nor should the chaplain assume that the chaplain assistant wants to stay. The chaplain assistant's concerns should be given the highest consideration when making decisions that effect the safety and well-being of the UMT.

Roles & Responsibilities

Command & Staff

SECTION I. THE COMMANDER AND STAFF

Command is the authority that a commander exercises over subordinates by virtue of rank and assignment. Command is a sacred trust provided to the leader by the people of the United States for the lives of its citizens. Command includes the authority and responsibility for effectively using available resources and for planning, organizing, directing, coordinating, and controlling military forces to accomplish assigned missions. Command also includes the responsibility for the health, welfare, morale, training, and discipline of assigned and attached personnel.

THE COMMANDER   The commander alone is responsible for all the unit does or fails to do. Commanders cannot delegate this responsibility. The final decision, as well as the final responsibility, remains with the commander.

DEPUTY AND ASSISTANT COMMANDERS   The commander establishes definite procedures for using deputy and assistant commanders. The commander prescribes the roles, duties, and relationships of the chief of staff, the staff, and the commanders of subordinate units. Deputy and assistant commanders give orders to the chief of staff or to the staff only within the limits authorized by the commander.

FM 101-5   *THE STAFF*   A military staff is organized to assist the commander with the accomplishment of the mission. The staff's work permits the unit commander to focus combat power rapidly and to protect and sustain the force. The Army chaplain, in addition to being a religious leader, is a staff officer and a member of the commander's Personal Staff. The chaplain has direct access to the commander as a Personal Staff Officer when required.

The staff is prepared to do the following.

- Respond immediately to the needs of the commander and subordinate units.
- Keep the commander informed of the situation.
- Reduce the time required to control, integrate, and coordinate operations.
- Reduce the chance of error.
- Relieve the commander of supervisory details in routine matters.

The chaplain performs the following functions as a staff officer.

- Provides unit assessments.
- Provides religious support estimates.
- Provides recommendations.
- Prepares, coordinates and supervises execution of religious support plans and appendixes.

PRINCIPLES OF STAFF ORGANIZATION

The commander establishes an effective staff organization by accomplishing the following actions.

- Describing assigned responsibilities clearly.
- Delegating decision making authority to staff officers corresponding to their assigned responsibility.
- Group related activities.
- Establishing an effective span of control.

Staff officers are assigned functional areas of interest and responsibility for accomplishing staff actions.

Efficiency is improved by —

- Giving commanders a single staff section for advice and assistance.
- Giving staff personnel and subordinates a representative with whom they can coordinate or consult on a particular functional area.
- Ensuring that all command interests receive staff attention.
- Enabling staff officers to give their complete attention to a manageable portion of command interests.
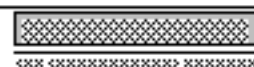
STAFF AUTHORITY　　The assignment of staff responsibility does not confer command authority over other staff officers or over any other elements of the command. Battalion or higher level commanders delegate authority to the chaplain to take final action on matters within command policy. The authority delegated to the chaplain varies with the level and mission of the command and the immediacy of operations for the command. The commander must retain overall responsibility.

The chaplain is responsible for the manner in which delegated authority is exercised and for the results obtained. The chaplain is also responsible for any authority temporarily assumed while acting in the commander's name in response to an emergency situation. However, **the chaplain does not command**. Rather, **the chaplain exercises delegated authority through supervision**.

SECTION II. RESPONSIBILITIES AND DUTIES OF BATTALION, BRIGADE AND DIVISION STAFF OFFICERS

THE COORDINATING STAFF GROUP　　The principal staff officers, who comprise the Coordinating Staff Group, at battalion and brigade are the S1 (Personnel), S2 (Intelligence), S3 (Plans and Operations) and S4 (Logistics). Their counterparts at division are the G1, G2, G3 and G4, respectively. A G5 (Civil-Military

MILITARY CHANNELS

Command

Command channels are the official link between headquarters for communication from commander to commander. All orders and official instructions are transmitted from higher level to lower level commanders via these channels. Staff officers use command channels when acting "for the commander." Official plans and orders affecting the religious program, such as Religious Support Plans, are also transmitted by using command channels.

Staff

Staff channels are used for coordination and for passing information between members of the staff. Staff channels are also used for communications between staffs of different units. These channels are the staff-to-staff link between headquarters for the coordination and transmission of information.

Technical

Technical channels are the link between two commands for transmission of technical instructions. These channels are used by commanders and staff officers given that authority due to the technical nature of their official activities. Technical channels are used for communications among UMTs at all levels, including chaplains and religious support personnel from other units and services. These channels are used to send reports and instructions, seek advice, coordinate religious support, meet denominational requirements, and share professional data. Technical channels are not be used to convey orders or communicate policy.

Operations Officer) is found at division level. Current TOEs do not authorize an S5 at battalion and brigade level. When an S5 is not provided, the S3 performs this function. However, an S5 may be authorized at battalion and brigade levels by MTOE or by local command action for units engaged in Internal Defense and Development (IDAD) or Foreign Internal Defense (FID) operations.

At battalion and brigade levels, an Executive Officer is second in-line-of-command to the commander and directly supervises the commander's Coordinating Staff Group. At division, a Chief of Staff fulfills overall supervision of the principal staff.

Responsibilities and duties of the Coordinating Staff Group at battalion, brigade, and division vary depending on the level and type of organization, mission to be performed (for the chaplain, the requirements of the religious support plan), and the wishes of the commander. The following are the major responsibilities of the Coordinating Staff Group. See FM 101-5, *Staff Organization and Operations*, for additional details.

EXECUTIVE OFFICER/ CHIEF OF STAFF

The Executive Officer/Chief of Staff is the staff coordinator for the command.

The Executive Officer/Chief of Staff performs the following:
- Formulates and announces staff operating procedures.
- Ensures the commander and staff are informed on matters affecting the command.
- Represents the commander when authorized.
- Ensures the commander's decisions are implemented.
- Maintains the master policy file.
- Ensures liaison is established and maintained with higher, adjacent and subordinate unit staffs.
- Requires all staff officers, unless otherwise instructed by the commander, to inform the Chief of Staff of recommendations or information they give directly to the commander or instructions they receive directly from the commander.

S1/G1

The S1/G1 is the principal staff officer for matters concerning human resources.

The S1/G1 is responsible for the following:
- Preparing administrative plans, orders, and estimates.
- Maintaining unit strength manpower.
- Developing replacement policies and requirements.
- Providing soldier support services.

S1/G1 responsibilities, continued.

* Ensuring the safety of personnel and preventing accidents.
* Ensuring that discipline, law, and order are maintained within the command.
* Managing headquarters administration.
* Providing administrative support for other personnel (for example, enemy prisoners of war, augmentees, etc.).

S2/G2

The S2/G2 is the principal staff officer for military intelligence matters.

The S2/G2 is responsible for the following:

* Production of intelligence, to include:
  * ◆◆ Recommending priority intelligence, and information requirements.
  * ◆◆ Identifying requirements for reconnaissance, surveillance and target acquisition.
  * ◆◆ Requesting, receiving, and processing information from other intelligence elements.
  * ◆◆ Processing information into intelligence.
  * ◆◆ Supervising and coordinating the command's intelligence collection and target acquisition activities.
  * ◆◆ Conducting intelligence preparation of the battlefield (IPB).
  * ◆◆ Disseminating intelligence.
* Counter intelligence.
* Intelligence training.

S3/G3

The S3/G3 is the principal staff officer for operations, organization, and training.

The S3/G3 is responsible for the following:

* Recommending priorities for allocating critical resources for the command, such as ammunition basic loads, allocation of nuclear and chemical ammunition, required supply rates, need for unit replacements, etc.
* Maintaining a current operations estimate of the situation.
* Preparing operation plans and orders.
* Estimating the number and type of units to be organized and equipped.
* Assigning, attaching, and detaching units, detachments, or teams.

S3/G3 responsibilities, continued.

- Receiving units, detachments, or teams and orienting, training, and reorganizing them.
- Processing The Army Authorization Documents System (TAADS) reports and submitting modified or recommended changes to TOEs.
- Training.
  - Identifying training requirements based on the combat and garrison missions and training status of the unit.
  - Ensuring that training requirements for combat are oriented on conditions and standards of combat, not administrative convenience.
  - Preparing and carrying out training programs, directives, orders, and planning and conducting field exercises.
  - Determining the requirements for and allocation of training aids and facilities, including ammunition for training.
  - Organizing and conducting schools.
  - Planning and conducting training inspections and tests.
  - Compiling training records and reports.
  - Maintaining the unit readiness status on each unit in the command.
- Planning the training budget and monitoring the use of training funds. UMTs should be aware that S3/G3 training funds are available for their use to conduct and participate in various training activities.
- Supervising psychological operations (PSYOP).
- Incorporating electronic warfare into operation plans.
- Identifying the command's operational security (OPSEC) and OPSEC support needs.
- Assuming staff responsibility for Civil-Military Operations in the absence of an S5 (corresponding generally to those stated for the G5 in FM 101-5).

S4/G4

The S4/G4 is the principal staff officer for logistics.

The S4/G4 is responsible for the following:

- Ensuring supply and equipment requirements are requisitioned, procured, stored, distributed, accounted for, and secured.
- Ensuring that all equipment is properly maintained, to include the monitoring and analyzing the maintenance status, the determining maintenance requirements, and the recommending of maintenance priorities.

S4/G4 responsibilities, continued.

- Supplying the transportation support required by the command.
- Providing services to include facilities and installations, real estate, real property, food service, fire protection, and personal services.

G5

A Division G5 is the principal staff officer for the commander in all matters pertaining to the civilian impact on military operations, and the political, economic and social effects of military operations on civilian personnel in the area of operations.

The G5 is responsible for the following:

- Advising, assisting, and making recommendations relating to civil-military operations, to include the impact of psychological operations (in coordination with the G3) on the civilian population.
- Recommending policy for civil-military activities and preparing, implementing, and supervising the execution of all civil affairs plans.
- Preparing estimates and conducting surveys and studies in support of all civil-military activities.
- Preparing and supervising the execution of the civil-military portion of all operation and administrative/logistics plans and orders.
- Determining the requirements for resources to accomplish civil-military activities of the command.
- Recommending command policy concerning obligations between civil and military authorities and policy concerning the population of the area of operations and activities arising from treaties, agreements, international law and U.S. policy.
- Advising the commander on matters pertaining to the civil population, local government, institutions, economy and the availability of local labor and economic resources for military use.
- Advising the commander on the impact of friendly nuclear and chemical weapon employment and the impact of enemy employment on the civilian population.
- Providing technical advice and assistance in the reorientation of enemy defectors, enemy prisoners of war, and civilian internees/detainees.
- Providing advice and assistance to host governments, civil organizations, and allied armed forces in all aspects of civil-military operations.

PERSONAL STAFF   The chaplain works as a personal staff officer for the commander. Personal staff officers work under the immediate control of the commander. Other personal staff members include the Command Sergeant Major, Aide-de-Camp, Inspector General, Public Affairs Officer, Surgeon and The Staff Judge Advocate. Besides basic staff responsibilities, chaplain specific responsibilities as a personal staff officer to the commander are as follows:

• Advises the commander on the issues of religion, ethics, and morale (as affected by religion), including the religious needs of all personnel.

• Provides commanders with pastoral care, personal counseling, and the privilege of confidentiality and sacred confidence.

• Develops and implements the Commander's religious support program.

• Exercises staff supervision and technical control over religious support throughout the command.

• Provides moral and spiritual leadership to the command and community.

• Coordinates religious support with unit ministry teams of higher and adjacent headquarters, other services, and multinational forces or coalition partners.

• Translates operational plans and battlefield ministry priorities for religious support.

• Helps the commander ensure that all soldiers have the opportunity to exercise their religion.

• Advises the commander and staff, with the G5(S5), of the impact of faith and practices of indigenous religious groups in the area of operations.

• Performs and provides religious rites and sacraments, ordinances, services, and pastoral care and counseling to nurture the living, care for casualties, and honor the dead.

• Provides religious support to command and community to include confined or hospitalized personnel EPWs, civilian detainees, and refugees.

• Provides liaison to indigenous leaders in close coordination with the G5(S5).

• Trains, equips, and supports the subordinate chaplain and the chaplain assistant.

SPECIAL STAFF   Most personal staff members also perform duties as special staff officers. IAW FM 101-5, the chaplain is not a special staff officer. In this capacity, the chaplain coordinates through the ACofS, G1(S1) as required. For more information on staffs and their functions, see FM 101-5, Chapter 4.

SECTION III. COMMAND POSTS

COMMAND POST (CP)   A Command Post (CP) is established to assist the commander in command and control functions by providing for acquisition, consolidation and coordination of the critical information necessary for control of the operation. This integration of staff functions assists the commander in synchronizing combat power and enhances the ability to rapidly respond to changes in the tactical situation. At brigade and battalion levels, command posts are normally organized into tactical, main and alternate command posts.

TACTICAL POST (TAC)   At battalion level, the TAC is usually referred to as the Command Group or "jump TOC." The TAC is the forward echelon of the headquarters. It is normally located well forward on the battlefield so that the commander can directly influence the battle.

The TAC is normally employed when a key phase of the operation occurs which requires additional control, when the main command post is displacing or when disposition of forces over extended distance require communications relay.

The commander will determine the exact composition of the TAC based on his assessment of mission requirements and limitations of personnel and equipment. Limited in size and electronic signature, it must be capable of rapid displacement. Continuous communication with subordinate units, the Main CP and higher headquarters must be maintained.

The Main CP is primarily a coordination, information, communication and planning center. It is located well to the rear of the forward deployed forces.

At division level, this means out of the range of most enemy artillery. The CP operates under the control of the chief of staff/executive officer and is organized into shifts to ensure continuous 24-hour operations.

TAC Operations

In general, the following elements will be present in the TAC operation.

Brigade — S3, representatives from the Fire Support Element (FSE), Tactical Air Control Party (TACP), Brigade Airspace Management Element (BAME) and other staff as required.

Battalion — S3, Fire Support Officer (FSO), Fire Support Coordinator (FSCOORD), and Air Liaison Officer (ALO).

The TAC functions —

- Controls current operations.
- Controls maneuver forces and coordinates fire support.
- Develops combat information of immediate interest to the commander.
- Coordinates air space (Bde) and forward ADA operations.
- Relays information to the Main CP to ensure the Main CP stays updated on the current situation.
- Relays combat service support requirements to the Main CP.

MAIN COMMAND POST — CP or TOC   The Main CP consists of those staff activities involved in sustaining current operations and plans for future operations.   The focal point for those operations within the CP is the tactical operations center (TOC).

The ministry team coordinates with the G2/S2 or G3/S3 to ensure that team members have access to the TOC and, when appropriate, the Emergency Operations Center (EOC).

CP/TOC Operations

The CP staffing may vary depending on the nature of the operation. In general, the following elements will be present:

Brigade — S2, S3, FSE, TACP, BAME, Communications, representatives from the engineers, MI, other task organized combat support elements and other staff sections, as appropriate.

Battalion — S2, S3, FSE (FSCOORD), TACP, representatives from other task organized combat support elements and other staff sections, as appropriate.

NOTE   At battalion level, the TOC is the battalion Main CP. The minimum staffing required at battalion level to ensure effective TOC functioning is S2, S3, and FSCOORD.

The Main CP functions —

- Sustains current operations.
- Collates and evaluates information for the commander.
- Acquires and coordinates combat support.
- Provides reports to higher headquarters.
- Maintains updated visual displays of the situation.
- Plans future operations.
- Maintains current estimate of the situation.

ALTERNATE COMMAND POST — ALT CP

An alternate CP is normally designated in order to ensure continuity of operations during displacement (particularly if a TAC is not employed) or in case of serious damage to the Main CP. Complete staffing of an ALT CP with personnel and equipment is normally not possible. However, sufficiently trained personnel and equipment should be on hand to provide immediate continuity until additional personnel join the ALT CP.

The ALT CP monitors the battalion (or brigade) command net and maintains a duplicate staff journal and situation map. The ALT CP functions, if activated, are identical to the functions of the Main CP.

ALT CP Operations

The following staffing may be designated for ALT CPs:

Brigade — Subordinate Bn TOC; direct support artillery Bn TOC; Bde Administrative/Logistics operations center.

Battalion — Combat Support Company CP (Anti-tank Company CP — "J" Series TOE); heavy mortar platoon CP; a reserve company (until committed); Bn administrative/logistics center in the trains.

End of
Chapter 3

Decision Making,

Estimates, Plans and Orders
and other Staff Actions

C h a p t e r

4

SECTION I. DECISION MAKING

T he process through which the commander and staff interact and execute decisions is called the military decision-making process. This process is used to reach and execute tactical decisions.

The decision-making process is continuous. Some actions occur in sequence, while others take place concurrently. Time available, urgency of the situation, and the judgment of the commander all affect decision making. The military decision making process is outlined in Figure 4-1.

When time does not allow formal procedure, the commander must take the necessary action to ensure timely decisions. The commander may have to proceed through the decision-making process and issue oral orders based on knowledge of the situation, without taking the time required to formally include the staff in the process.

The chaplain and chaplain assistant must decide what action to take and recognize when a decision of the commander is necessary.

One of the UMT's key duties is to keep the commander constantly informed. The choice of what to communicate to the commander is based on the UMT members' knowledge of the situation, the commander's instructions, and good judgment.

INFORMING

THE COMMANDER

The chaplain and chaplain assistant must analyze details and communicate only essential information, conclusions, and recommendations, as often as necessary, to keep up with the developing situation.

Contact between the commander and the UMT should not be limited to scheduled briefings if they are to keep up with the pace of the operation.

SECTION II. COMMANDER AND STAFF ACTIONS IN THE DECISION-MAKING PROCESS

U nderstanding the intent of the commander allows the subordinate to execute the mission in the absence of communications or means of further instructions, or to adjust plans to capitalize operational opportunities that support the commander's goals.

MISSION The mission is assigned by higher headquarters or is developed or deduced by the commander. The commander either initiates mission analysis at this point or requires, requests, and develops additional information.

INFORMATION T h e commander and staff exchange information about the mission, and the staff provides the commander with information about the current situation that is required to conduct or complete mission analysis.
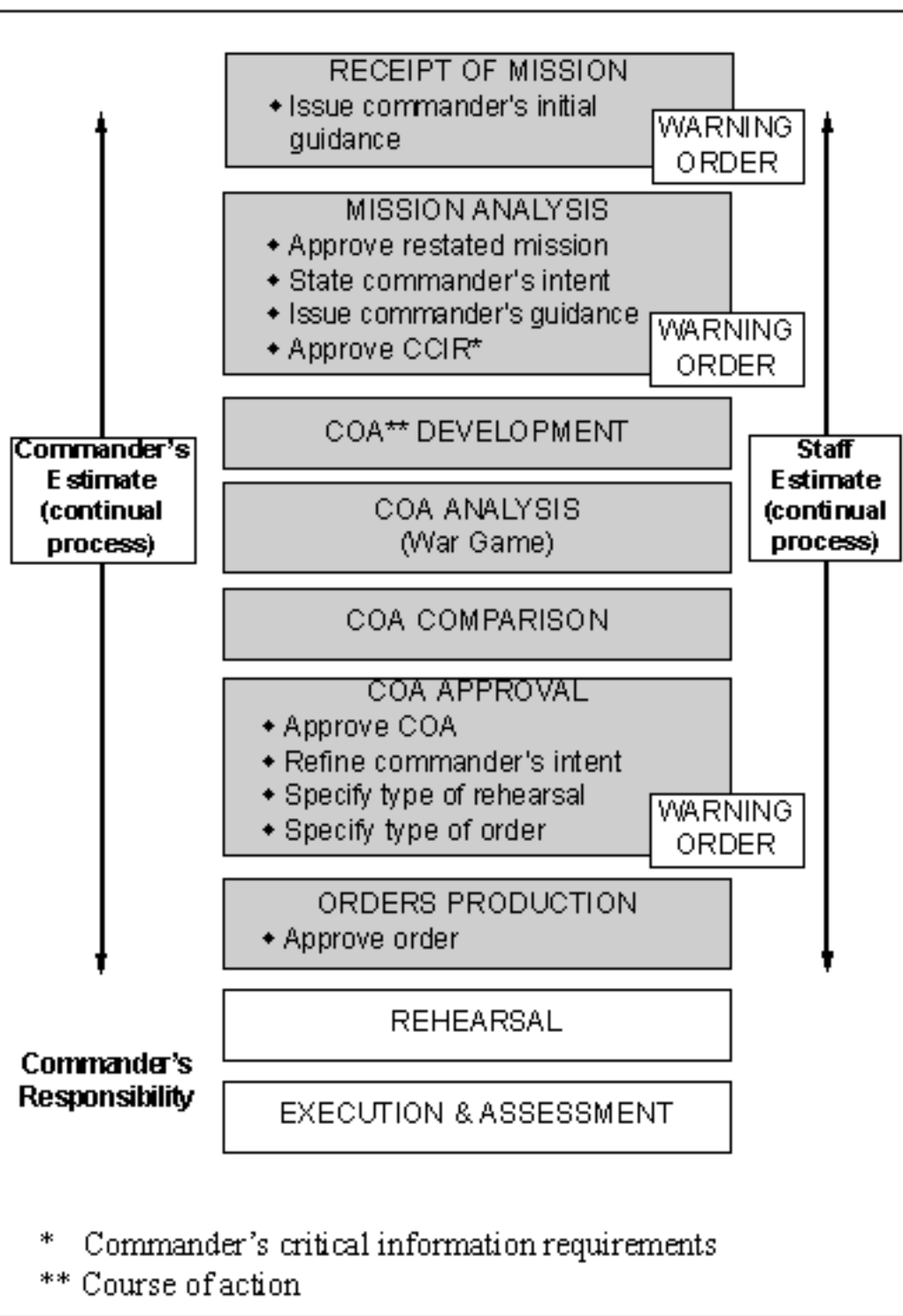
Commander's Estimate (continual process)

Staff Estimate (continual process)

RECEIPT OF MISSION
- Issue commander's initial guidance

WARNING ORDER

MISSION ANALYSIS
- Approve restated mission
- State commander's intent
- Issue commander's guidance
- Approve CCIR*

WARNING ORDER

COA DEVELOPMENT

COA ANALYSIS (War Game)

COA COMPARISON

COA APPROVAL
- Approve COA
- Refine commander's intent
- Specify type of rehearsal
- Specify type of order

WARNING ORDER

ORDERS PRODUCTION
- Approve order

REHEARSAL

EXECUTION & ASSESSMENT

Commander's Responsibility

*   Commander's critical information requirements
** Course of action

Figure 4-1 — Military Decision-Making Process

MISSION ANALYSIS   Mission analysis ensures that the commander identifies all of the tasks required to accomplish the mission. Some tasks are specified in the operation plan or order as received from higher headquarters. Other tasks may be implied by the situation, mission, and purpose of the operation and must be deduced by the commander during the analysis. The commander relates the tasks, if possible, to the terrain or enemy.

RESTATED MISSION   The restated mission is a clear, concise statement of the specified and implied tasks to be accomplished by the command and the purpose to be achieved. Resulting from the commander's mission analysis, the restated mission includes only the tasks that are essential to the overall success of the mission. Tasks that are routine or inherent responsibilities of a commander are not included.

The restated mission becomes the basis of all commander and staff estimates and is Paragraph One (Situation) of those estimates, oral or written. The restated mission is also Paragraph Two (Mission) of the command's operation plan or order.

PLANNING GUIDANCE   Planning guidance is provided by the commander to the staff as required. The commander may choose to issue initial planning guidance to the staff when the restated mission is announced.

SECTION III. ESTIMATES

Staff members assist the commander in reaching a decision by making estimates in their assigned areas of responsibility.

Staff estimates —

- Provide an analysis of the influencing factors within the staff officer's particular field of interest on the accomplishment of the command's mission.
- Identify factors that affect formulation analysis and comparison of feasible courses of action. Provide recommendations for the commander of feasible courses of action.

The chaplain's contribution to the staff estimate concerns the matters of religion, morals, ethics, and morale in the unit. The chaplain coordinates with the principal staff, primarily the S1/G1, in developing a contribution to the staff estimate. The chaplain, as a member of the

OPERATIONS and Tactics

Chapter
5

SECTION I. OPERATIONS ON THE BATTLEFIELD

The intensity and operational tempo of 21st-century operations will be widely varied. Lethality of weapons systems will increase at the same time that nonlethal, incapacitating weapons will be introduced to the force.

Continuous operations will be commonplace throughout many areas in the world at differing levels of involvement. The trend for stability and support operations to increase in frequency likely will continue.

During a single operational deployment, the UMT can expect to be involved simultaneously in several of the types of operations to which the Army responds. Engagement with hostile forces, often armed with highly lethal weapons, will be continuous. Some operations will be of short duration. The UMT will be exposed to a high probability of attack at all times.

Enemy air power may make movement a high risk undertaking. There may be periods where communications will not be operational. The isolation of casualties by massive concentrations of enemy forces and fires will make the UMT mission more difficult to complete. Unconventional warfare presents specific risks to the UMT's need to move freely around the battlefield.

STABILITY AND SUPPORT OPERATIONS   Stability and Support Operations (SASO) constitute two of the four categories of operations identified in tactical doctrine (see Figure 5-1). The types of operations in each category will strain UMT resources. Unlike the *high intensity* concept of ministry where the UMT spends most of its time in soldier ministries, SASO involves significantly more staff and civilian interaction. SASO conflicts often will undergo a number of shifts in direction during their course.
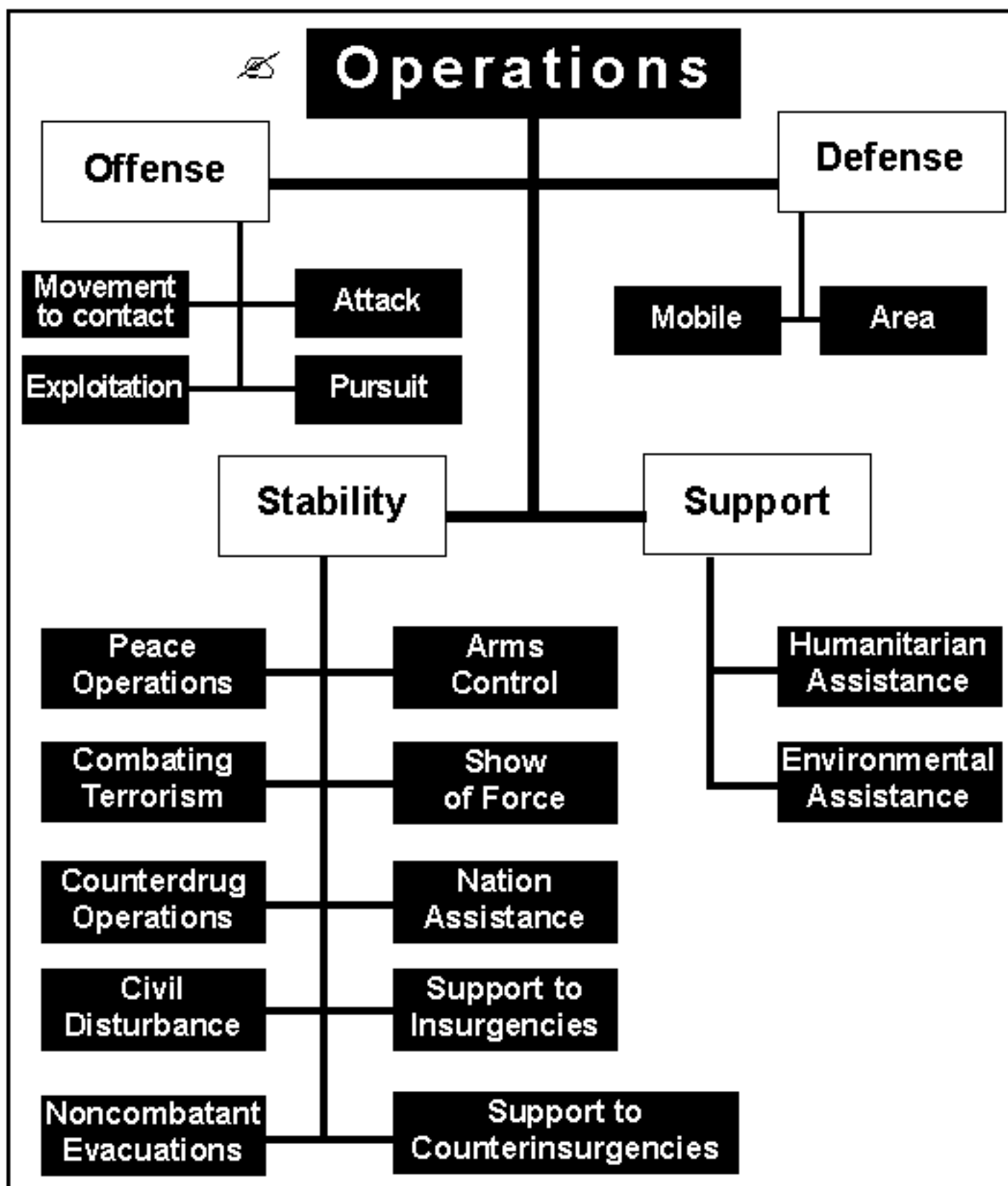
Operations

Offense

Defense

Movement to contact

Attack

Exploitation

Pursuit

Mobile

Area

Stability

Support

Peace Operations

Arms Control

Humanitarian Assistance

Combating Terrorism

Show of Force

Environmental Assistance

Counterdrug Operations

Nation Assistance

Civil Disturbance

Support to Insurgencies

Noncombatant Evacuations

Support to Counterinsurgencies

Figure 5-1 — Operational Hierarchy

On the scale of involvement, SASO are below general war and above routine peaceful competition. They will often involve protracted struggles of competing principles and ideologies. SASO range from countering subversion to the use of armed force. They are waged by a combination of means, employing political, economical, informational, and military instruments. SASO are often localized, usually in the Third World, but they contain regional and global security implications.

UNIT MINISTRY TEAM OPERATIONS

The UMT provides two essential services during operations.

- **Provides comprehensive religious support to soldiers and authorized civilians.**
- **Advises the commander on religion, morals and morale as affected by religion for unit personnel.**

Despite the chaos, confusion, lack of communication, and last-minute hasty planning, the soldier must receive spiritual and emotional care.

Accomplished through religious activities, rites, visitations, comforting and encouraging, the religious support mission of the UMT is to provide encouragement, compassion, faith and hope to soldiers experiencing shock, isolation, fear, and death. In the chaos and uncertainty of conflict or war, the UMT is a reminder of the presence of God.

The Army doctrine designed to provide effective religious support requires the assignment and deployment of UMTs in combat, combat support, and combat service support units at all echelons beginning at the battalion.

UNIT MINISTRY TEAM LOCATION DURING OPERATIONS

When tactically possible, UMTs move as far forward as possible to provide religious support to all elements of the battalion, down to and including fire teams.

The doctrine of placing the UMT with the soldier pushes the religious support effort forward to the smaller, more exposed elements of the task force (TF). UMTs will be exposed to the same battlefield risks as the soldiers they support. The environment experienced at this level, as well as at higher echelons, will test the resources of the UMT.

The expected magnitude of casualties will make it very difficult to provide complete religious coverage to all the casualty collection points, treatment locations, holding areas and ambulance exchange points within the UMT's area of operation (AO). UMT members must determine how to be at the right place at the right time for those who need them the most.

> **NOTE**   The UMT must maintain battlefield awareness and take *reasonable* risks in order to accomplish this mission.

Ministry on the battlefield requires the UMT to be proficient in the common soldier skills such as cover and concealment, land navigation, communications, escape and evasion, and NBC survival. The UMT must be able to apply sound tactical sense in all actions.

The UMT must understand the mission of the friendly unit it serves as well as the enemy situation and likely courses of action. The UMT must know where it is on the battlefield at all times. Battlefield "wandering" is time consuming and can be deadly to both the UMT and friendly troops. The chaplain assistant tracks the battle to help determine to where the majority of the wounded have been evacuated. The chaplain determines if the priority of effort is to stay at the battalion aid station (BAS) or move forward.

SECTION II. RELIGIOUS SUPPORT BEFORE, DURING, & AFTER OPERATIONS

The first function of the UMT on the battlefield is to provide religious support to the soldier in combat or conflict. The mission is to nurture the living, care for the wounded, and honor the dead. The order in which these mission essential tasks will be accomplished will always be determined by the UMT on the ground and the METT-TC. For our purpose we will view them in the order presented. The UMT must determine how to be at the right place at the right time for those who need them the most.

The format of plan, preparation, and execution can not be clearly divided. Planning begins with the unit receiving the Warning Order and does not end until the unit redeploys back to home station. The preparation for execution flows from planning and continues through execution. The execution of religious support never ceases, for the UMT will minister at all times and at all places they are located.

Priority of effort must be set and time allocated to that effort. This means that some time management tool must be used. The easiest way is to plan for the operation in three parts — *before, during, and after.*

SECTION III. RELIGIOUS SUPPORT BEFORE, DURING, & AFTER ENGAGEMENT

BEFORE ENGAGEMENT The priority for religious support before engagement is to **nurture the living**. The UMT accomplishes this through site visitations, pastoral counseling, and individual and group worship experiences conducted in the rear or in assembly areas. The UMT continues to strengthen and develop the relationships built with soldiers during training and predeployment.

Two methods are used to accomplish this —

- ◆ Providing ministry to soldiers in response to the assessed needs of the unit.
- ◆ Providing opportunities for worship, encouragement, and personal and pastoral counseling.

DURING ENGAGEMENT The UMT's priority for religious support during engagement is **care for the wounded**. Performing religious rites, sacraments, ordinances, and pastoral care for wounded soldiers is the focus of the chaplain's ministry. The chaplain assistant helps identify soldiers suffering from battle fatigue. The UMT performs "religious triage" in coordination with medical treatment personnel as follows —

- ◆ The UMT moves to positions where the largest numbers of casualties are to be collected, usually at battalion aid stations.
- ◆ The UMT focuses attention either at a single casualty collection point or at the casualty collection points of the units most heavily engaged in battle.

NOTE ▶ Brigade, division and corps UMTs should coordinate ministry to casualties evacuated to the rear.

AFTER ENGAGEMENT Following engagement or during lulls in combat, the UMT's priority for religious support is to **honor the dead**. A secondary priority for the UMT is to **nurture the living** as they experience grief and despair. UMTs conduct appropriate rites, ordinances, and ceremonies, whether memorial services or burial rites.

- ◆ The UMT should coordinate religious support for any units in the UMT's area which lack sufficient religious coverage. See Appenedix B for more information.
- ◆ The UMT should provide small group counseling and services.
- ◆ The UMT coordinates/conducts Critical Event Debriefings (See Appendix C).

SECTION IV. RECONSTITUTION AND RECUPERATION PLANNING

Reconstitution is the process of replenishing units which have been decimated to the extent that they are no longer combat effective. This process includes replacement of personnel and equipment, rest and recuperation. Coordination between assigned and supporting UMTs is made to gain the commander's approval of reconstitution religious support plans.

Religious Support Needs

Analysis of Reconstitution and Recuperation

What is the status of the assigned UMT members?
What are their spiritual needs? What additional UMT support is available?
What are the needs of the unit personnel?

Honoring the dead —Have appropriate memorial ceremonies or services been performed? Have unit members been given the opportunity to participate appropriately in the services?
Has the UMT portion of DD Form 1380 (see Figure 5-2), *U.S. Field Medical Cards*, been completed?
Nurturing the living — What needs exist for personal counseling, grief and guilt resolution, small group discussion, worship or prayer services? (Include surviving command and staff personnel, senior NCOs, health care personnel, unit officers, NCOs, soldiers, and UMT members in this analysis.)
What needs exist for battle fatigue support? For support to the wounded and soldiers anxious about fellow service members missing in action? Replacement of personnel/equipment?
Rest and recuperation — Are hot rations, hot showers, and sleeping facilities provided?

Are writing materials or communications facilities available and is mail being processed for delivery?
Are appropriate recreational items, athletic equipment, movies, or other facilities for rest and relaxation available? Do the soldiers have time allowed for rest from details?
Reestablishment of religious programs — What are the spiritual needs of the coordinating support personnel?
> Command and staff personnel
> Unit ministry team
> Health care team
> Combat stress control team
> Graves registration team

What are the religious needs of the newly assigned replacement personnel?
> Personal counseling
> Team building
> Inprocessing

Usually, the UMT will provide authorized services for the dead of its own unit. Other religious support functions will be provided by supporting UMTs. Implementation of reconstitution religious support will be accomplished with the commander's approval.

Figure 5-2 — U.S. Field Medical Card (DD Form 1380)

17. RELIGIOUS SERVICES/	BAPTISM/BAPTISE	PRAYER/PRIERE
SERVICES RELIGIEUX	ANOINTING/ONCTION	COMMUNION/COMMUNION
	CONFESSION/CONFESSION	OTHER/AUTRE
CHAPLAIN/CHAPELAIN		

DD Form 1380, Dec 91 (Back)

Religious Support Planning

SECTION I. SAMPLE CHAPLAIN'S ESTIMATE OF THE SITUATION

UNDERLINE UNCLASSIFIED
(Classification)

Headquarters
Place
Date, time, and zone

CHAPLAIN'S ESTIMATE OF THE SITUATION
References: Maps, charts, and other relevant documents.

1. MISSION. The purpose of the estimate normally is to determine the best course of action to execute the religious support mission. The mission statement is derived from the commander's intent and mission analysis, and states the task(s) to be accomplished and the purpose to be achieved. Mission normally does not state all tasks. Therefore, the UMT must study the mission to determine what tasks it must perform and the sequence in which they must be accomplished.

2. THE SITUATION AND COURSES OF ACTION.
    a. Considerations Affecting the Possible Courses of Action.
        (1) Operations to be supported. The UMT considers the nature of the operations to be supported, the strength and disposition of the UMTs, unusual support requirements, and any other factors pertaining to the UMT that will likely affect the scope and size of the religious support mission.
        (2) Characteristics of the area of operations. The UMT considers the same factors as the supported commander. They apply these factors to the

conduct of the UMT mission to determine the effects of the area's characteristics on the accomplishment of the mission. These characteristics are —

     (a) Weather.

     (b) Terrain.

     (c) Other pertinent factors.

     (3) Enemy situation. The UMT considers enemy capabilities that are a threat to UMT operations.

     (4) Own situation. The UMT considers those aspects of the friendly situation that are recognized to make the accomplishment of the religious support mission more difficult.

     (a) Tactical Situation.

     (b) Personnel, logistics, Civil-Military Operations.

     (5) Facts and Assumptions — Those items effecting the operation not immediately known. Working with the commander and staff the UMT develops facts and assumptions about the situation that are critical to planning. This is continuing process (time permitting), confirming or denying assumptions and refining plan as necessary. Rule of thumb — list assumptions in priority of "Show Stoppers," worst case first, best case last, and never plan off the best case.

    b. Anticipated Difficulties or Difficulty Patterns. The chaplain determines and lists difficulties in the existing or projected situation that may influence accomplishment of the UMT mission. These difficulties are derived from considerations in paragraph 2a of the estimate, and the chaplain uses them in the analysis paragraph of the estimate.

    c. Own Courses of Action. The UMT lists the feasible courses of action to accomplish the UMT mission. The UMT wargames the COAs to determine those COAs most likely to accomplish the mission. COAs are listed in order of most likely to succeed.

3. ANALYSIS OF COURSES OF ACTION. The UMT then determines the probable effect of each significant difficulty on the success of each course of action. This may be accomplished by —

    • Selecting those significant difficulties that oppose the friendly courses of action formulated and stated in paragraph 2c of the estimate.

    • Analyzing each course of action stated in paragraph 2c of the estimate against each selected difficulty.

Continued from previous page

- ● Coordinating COAs with other staffs (S-1, S-3, Med Plt, as a minimum) to ensure the COAs support the commander's intent.

4. COMPARISON OF COURSES OF ACTION. After the analysis, the UMT compares the courses of action to determine which course of action promises to be most successful in accomplishing the religious support mission. Only one course is selected.

5. DECISION (RECOMMENDATION). In this paragraph, the UMT translates the course of action selected into a statement of what the UMT is to do in the elements of who, what, when, how, and why.

s/_____ (Chaplain)

UNCLASSIFIED
(Classification)

SECTION II. MISSION ESSENTIAL TASK LIST (METL)

The chaplain will develop a UMT Mission Essential Task List (METL) in compliance with the commander's METL for the unit to which the UMT is assigned. Some essential UMT tasks which may be integrated into the UMT METL include performing or providing for:

- ● Worship, devotional or prayer services.
- ● Pastoral or crisis counseling.
- ● Battle fatigue religious support.
- ● Aid station or hospital visitation.

- ● Memorial services or ceremonies.
- ● Advising the commander on religion, morals, or morale and indigenous religions.
- ● Religious support planning and resupply.

The chaplain assistant advises and aids the chaplain in developing the UMT METL. See FM 25-101, *Battle Focused Training*, for METL development.
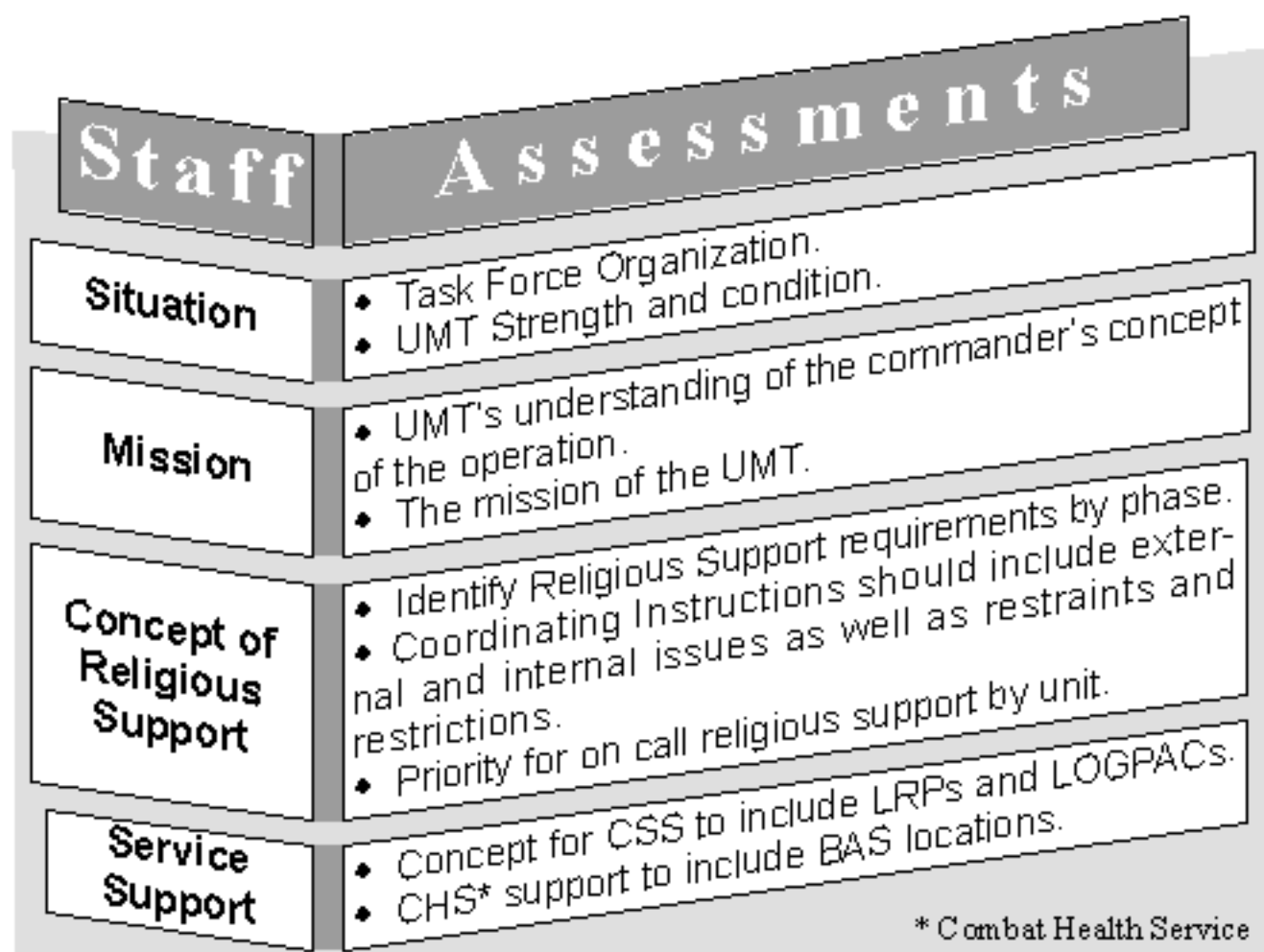
NOTE ➤ There may be only one mission essential religious support task for a given operation.

SECTION III. RELIGIOUS SUPPORT PLANS

Prior to combat or SASO, the Unit Ministry Team (UMT) will develop a plan for religious support. This plan provides for religious services, rites, sacraments, ordinances and ministrations for all supported units. Brigade and higher UMTs will publish this plan in the form of an annex/appendix which also addresses synchronization of assets within the area of responsibility.

The battalion UMT may choose to publish the religious support plan in the operation plan. However, time, resources and demands of ministry may make publishing the plan impractical. Religious support is the commander's responsibility. The chaplain must ensure that religious support meets the intent and adheres to the guidance provided by the commander. The chaplain is the officer responsible for implementing the commander's plan for religious support. In preparing the plan for religious support, the UMT makes the following staff assessments —

Staff   Assessments

Situation
- Task Force Organization.
- UMT Strength and condition.

Mission
- UMT's understanding of the commander's concept of the operation.
- The mission of the UMT.

Concept of Religious Support
- Identify Religious Support requirements by phase.
- Coordinating Instructions should include external and internal issues as well as restraints and restrictions.
- Priority for on call religious support by unit.

Service Support
- Concept for CSS to include LRPs and LOGPACs.
- CHS* support to include BAS locations.

* Combat Health Service

SECTION IV. CONTENTS OF RELIGIOUS SUPPORT APPENDIXES

R eligious support appendixes will follow the OPLAN format. For battalion UMTs, the matrix provided in Figure A-1 is a useful tool.

UMTs must coordinate the plan for religious support with higher and lower echelon UMTs and with other members of the commander's staff.

Appendix ___ to Annex ___ (CSS - Religious Support) to FRAGO ___ to OPORD ___ .						
Task Organization:						
1. Situation: See INTEL		**2. Mission:**				
3. Execution: a. Concept of Operations (Support)	Phase 1		Phase 2		Phase 3	Phase 4

3. b. Coordinating Instructions:

4. Service support:

5. Command & Signal:

Monitor:

Primary:

Monitor:

Call Sign:

Figure A-1 — Religious Support Plan Matrix

Brigade & higher echelon UMTs publish Religious Support appendixes that:	
Describe concept of support for the unit by phase.	**Establish** the UMTs operational base and requirements for coordination and contact.
Accommodate support for attached and non-assigned units in the AO.	**Establish** contingency plans for additional support to critical areas on the battlefield and for religious support to units suffering mass casualties.
Direct concept of support to subordinate-level UMTs.	
Address impact of indigenous religions on the AO.	**Provide** instructions for replacement of UMT casualties.

SECTION V. BRIGADE RELIGIOUS SUPPORT APPENDIX

(CLASSIFICATION)

Copy ____ of ____copies
Headquarters,
____ BDE
City (UIC), Country
Date/Time Group

APPENDIX ____ (RELIGIOUS SUPPORT) TO ANNEX ____ SERVICE SUPPORT TO OPERATION ORDER _____

References:

Time Zone Used Throughout the Order:
Maps (series, sheet, map name, edition, scale)
Charts
Relevant documents

1. **SITUATION** Items of information affecting religious support not included in paragraph 1 of the operation order or which need to be expanded.

    a. Enemy Situation: ____ DIV OPORD ____

    b. Friendly Situation:

        (1) ____ DIV OPORD _____

        (2) Religious Support Resources: ____ BDE (+ 56A, +71M)

            (a) 1st BN Nomenclature (IN, AR, MECH, FA, Etc.) (-71M)

            (b) 2nd BN Nomenclature (IN, AR, MECH, FA, Etc.) (-56A)

Continued on next page

Figure A-2 — Brigade Religious Support Plan

Continued from previous page

          (c) 3rd BN Nomenclature (IN, AR, MECH, etc.)

          (d) 4th BN Nomenclature (IN, AR, MECH, Etc.) (-56A, -71M)

    c. Attachments and Detachments. Religious support resources attached and detached to include effective times, if appropriate.

       Task Organization:

2. **MISSION** A clear, concise statement of the religious support task.

3. **EXECUTION**

    a. Concept of Operation. A brief statement of the religious support operation to be carried out, to include religious ministry priorities.

       (1-5) Religious support for BDE for each of the five phases of the operation.

    b. Coordinating Instructions:

       (1) Instructions applicable to two or more subordinate units.

       (2) Reference to supporting appendixes not referenced elsewhere.

       (3) Note additional religious support resources supporting the unit.

4. **SERVICE SUPPORT**

    a. Logistical support received from ___

    b. Additional religious support supplies located at ___

    c. The BDE coordination for replacements.

Continued from previous page

5. **COMMAND AND SIGNAL**

    a. BDE UMT location.

    b. SOI information.

    c. Status report information.

    d. BN communication with BDE.

ACKNOWLEDGE

             NAME   BRINSFIELD (Commander's last name)
             RANK   COL (Commander's rank)

OFFICIAL: Authentication by preparing staff officer, if not signed by the commander.
DISTRIBUTION: By unit SOP.

                        (Classification)

End of
Appendix A

RB 16-100

Emergency Religious Support

SECTION I. INTRODUCTION

This chapter provides sacraments, rites and prayers for the wounded and dying. The emphasis in compiling these acts of religious support is on the word "emergency."

EMERGENCY RELIGIOUS SUPPORT MEASURES

The ministrations outlined in this appendix may be administered by either ordained or lay persons when an ordained chaplain of the soldier's own faith is not available.

Religious support to casualties may be individualized at the location of injury, at a casualty collection point, or at some other location. Many casualties will not be able to move, requiring visitation to receive religious support from the UMT. Such support may have to be provided as a nondenominational service to members of different faith groups by the most available UMT member.

NOTE
These religious support actions are intended to be short in duration, since time is of the essence in ministry to the wounded and dying.

Soldiers may also request sacraments, rites, and ordinances which are not part of their own religious traditions, and UMT members may minister to those not of their own tradition. UMTs, however, may not be required to administer to any persons if doing so would be contrary to their conscience or religious group practices.

If a dying soldier desires religious support, and a chaplain is unavailable, the commanding officer, platoon leader, chaplain assistant or another soldier may repeat with the soldier the prayers given in this chapter. It is recommended that the prayers provided in this handbook be carried by company commanders and platoon leaders at all times.

SECTION II. EMERGENCY CHRISTIAN BAPTISM

If a dying soldier has not been baptized and desires to be and a chaplain is not within reach, any baptized person may administer baptism.

- Pour water three times on the brow while saying the soldier's first name and this: "I baptize thee in the name of the Father, and of the Son, and of the Holy Spirit. Amen."
- Report the facts to a chaplain as soon as possible.

SECTION III. RELIGIOUS SUPPORT TO THE DYING

To a dying Protestant soldier

If a dying Protestant soldier desires religious support and a chaplain is unavailable, the soldier's commanding officer, platoon leader, chaplain assistant or another soldier may repeat with the soldier the "Lord's Prayer," the "Apostles' Creed," and the "Prayer for the Sick and Wounded."

THE LORD'S PRAYER

"Our Father who art in heaven, hallowed be Thy name. Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread. And forgive us our trespasses as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil; For Thine is the Kingdom, and the power, and the glory forever. Amen."

THE APOSTLES' CREED

"I believe in God, the Father almighty, maker of heaven and earth; and in Jesus Christ, his only Son our Lord, who was conceived of the Holy Spirit, born of the Virgin Mary, suffered under Pontius Pilate, was crucified, died, and was buried. He descended into hell; the third day He rose again from the dead. He ascended into heaven and sitteth on the right hand of God the Father, almighty. From thence he shall come to judge the living and the dead. I believe in the Holy Spirit, the holy catholic church, the communion of saints, the forgiveness of sins, the resurrection of the body, and the life everlasting. Amen."

PRAYER FOR THE SICK AND WOUNDED

"O Lord, in your mercy behold, visit, and relieve your servant. Give him (her) comfort in the knowledge of your love and sure confidence in your care. Defend him (her) from the danger of the enemy and keep him (her) in spiritual peace and safety; through our Lord Jesus Christ. Amen."

To a dying Catholic soldier

If a dying Catholic soldier desires religious support and a chaplain is unavailable, the soldier's commanding officer, platoon leader, chaplain assistant or another soldier may repeat with the soldier "The Hail Mary," "The Act of Contrition," and "The Sign of the Cross" with the soldier.

THE HAIL MARY

"Hail Mary, full of Grace! The Lord is with Thee; blessed art thou among women, and blessed is the fruit of thy womb Jesus. Holy Mary, Mother of God, pray for us sinners, now and at the hour of our death. Amen."

THE ACT OF CONTRITION

"O my God, I am heartily sorry for having offended Thee, and I detest all my sins, because of Thy just punishments, but most of all because they offended Thee, my God, Who art all-good and deserving of all my love. I firmly resolve, with the help of Thy Grace, to sin no more, and to avoid the near occasions of sin. Amen."

THE SIGN OF THE CROSS

Make the sign of the cross over the individual while repeating the following: "In the name of the Father, and of the Son, and of the Holy Spirit. Amen."

To a dying Jewish soldier

If a dying Jewish soldier desires religious support and a chaplain is unavailable, the soldier's commanding officer, platoon leader, chaplain assistant or another soldier may repeat with the soldier "The Shema," "The Confession for the Critically Ill," and "The 23rd Psalm."

THE SHEMA

"Hear O Israel: the Lord our God, the Lord is One."

THE CONFESSION FOR THE CRITICALLY ILL

"Lord my God, God of my fathers, before Thee I confess that in Thy hand alone rests my healing or my death. If it be thy will, grant me a perfect healing. Yet if my death be fully determined by Thee, I will in love accept it at Thy hand. Then may my death be an atonement for all sins, transgressions, and for all the wrong which I have committed before Thee. Amen."

THE 23RD PSALM

"The Lord is my shepherd; I shall not want. He maketh me to lie down in green pastures; he leadeth me beside the still waters. He restoreth my soul: he leadeth me in the paths of righteousness for His name's sake. Yea, though I walk through the valley of the shadow of death, I will fear no evil: for Thou art with me: thy rod and thy staff they comfort me. Thou preparest a table before me in the presence of mine enemies; thou anointest my head with oil; my cup runneth over. Surely goodness and mercy shall follow me all the days of my life, and I shall dwell in the house of the Lord for ever."

To a dying Eastern Orthodox Christian soldier

If a dying Eastern Orthodox Christian soldier desires religious support and a chaplain is unavailable, the soldier's commanding officer, platoon leader, chaplain assistant or another soldier may repeat with the soldier the following prayers.

EASTERN ORTHODOX CHRISTIAN

"Holy God! Holy Mighty! Holy Immortal! Have mercy on us. [Repeat this phrase three times]

"Glory to the Father, and to the Son, and to the Holy Spirit, now and ever and unto ages of ages. Amen."

"O Most Holy Trinity, have mercy on us. O Lord, cleanse us from our sins. O Master, pardon our transgressions. O Holy One, visit and heal our infirmities for thy name's sake."

"Lord, have mercy." [Repeat this phrase three times]

"Our Father who art in heaven, hallowed be Thy name. Thy kingdom come, Thy will be done on earth as it is in heaven. Give us this day our daily bread. And forgive us our trespasses as we forgive those who trespass against us. And lead us not into temptation, but deliver us from the evil one."

"The Father is my hope, the Son is my refuge, the Holy Spirit is my protector; O Holy Trinity, glory to thee."

"Beneath your compassion we take refuge, O virgin Theotokos. Despite not our prayer in our adversity, but deliver us from harm, O only pure and blessed one."

To a dying Moslem soldier

If a dying Moslem soldier desires religious support and a chaplain is unavailable, the soldier's commanding officer, platoon leader, chaplain assistant or another soldier may repeat with the soldier the "Shahada" and the "Prayers for the Dying."

THE SHAHADA

"There is no God but Allah and Mohammed is the messenger of Allah."

PRAYERS FOR THE DYING

"Allah is Great! Allah is Great! Allah is Great! Allah is Great!"

"Oh God, I ask of Thee a perfect faith, a sincere assurance, a reverent heart, a remembering tongue, a good conduct of commendation, and a true repentance, repentance before death, rest at death, and forgiveness and mercy after death, clemency at the reckoning, victory in paradise and escape from the fire, by thy mercy, O mighty One, O Forgiver, Lord increase me in knowledge and join me unto good."

"O Lord, may the end of my life be the best of it; may my closing acts be my best acts, and may the best of my days be the day when I shall meet Thee."

After a person has breathed his last, his eyes should be gently shut. While closing the eyes of the deceased, one should make the following supplication:

SUPPLICATION

"O Allah! Make his affair light for him, and render easy what he is going to face after this, and bless him with Thy vision, and make his new abode better for him than the one he has left behind."

SECTION IV. HONORING THE DEAD

GRAVES Graves are normally located as near as possible to the scene of death. Sites are selected with reference to relocation and identification. Graves are not normally dispersed; easy recovery is essential and protection from water is desired.

Burials are grouped by nationalities. Different areas for separate graves, trench graves, or group burials are normally allotted to each nationality.

Whenever practicable, a brief burial service of the appropriate religion is held for the dead. A chaplain should be notified of the details of the burial if one is not available to conduct a service.

SEPARATE BURIAL Whenever practicable, a separate burial is given to the remains, or even partial remains, of each deceased person. Participating NATO nations have agreed to procedures which outline

Wartime Burials

Three types of wartime burials —

EMERGENCY

A burial, usually on the battlefield when conditions do not permit evacuation for interment in a cemetery.

GROUP

A burial in a common grave of two or more individually unidentified remains.

TRENCH

A method of burial resorted to when casualties are heavy whereby a trench is prepared and the individual remains are laid in the trench side by side, thus preventing the necessity of digging and filling individual graves.

general provisions for the emergency land burial of NATO personnel and of the enemy.

UNIDENTIFIABLE DEAD　　　　Unidentifiable dead are buried and reported in the same manner as identified dead except that the word "unknown" is used in place of a name.　In all cases an emergency burial report is completed by the unit responsible.　Particular care must be taken to list all information which may assist identification later.

BURIAL OF CONTAMINATED REMAINS　　　　When authorized, hasty burials may be performed by any unit on the battlefield. Contaminated remains are interred at an interim location as close to the site of death as possible.　Remains are identified and locations marked and reported in accordance with established graves registration procedures.　Every possible effort should be made to contact a chaplain to conduct a brief burial service, or to provide a chaplain with the details following of the burial if one was not available to conduct a service.

Recovery and decontamination of remains for final disposition are accomplished after cessation of hostilities.　These functions are accomplished earlier if the tactical situation, time, and other resources permit.　The entire burial site is marked with the standard NATO NBC marker and may become a toxic waste site.　Decontamination of remains is an absolute last priority.

SECTION V. PRAYERS FOR THE DEAD

Prayer at the death of a Protestant soldier

In the event of the death of a Protestant soldier, the following prayer may be said: "Depart, dear brother (sister), out of this world in the name of the Father who created thee, in the name of the Son who redeemed thee, and in the name of the Spirit who made thee whole. Amen."

Prayer at the death of a Catholic soldier

In the event of the death of a Catholic soldier, the following prayer may be said: "Eternal Rest grant unto him (her), O Lord, and let perpetual light shine upon him (her). May his (her) soul and all the souls of the faithful, departed through the Mercy of God, rest in peace."

Prayer at the death of a Jewish soldier

In the event of the death of a Jewish soldier, the following prayer may be said: "Thy sun shall no more go down neither shall thy moon withdraw itself; for the Lord shall be thine everlasting light, and the days of thy mourning shall be ended. Amen."

Prayer at the death of a Eastern Orthodox Christian soldier

In the event of the death of an Eastern Orthodox Christian soldier, the following prayer may be said. "O God of spirits, and of all flesh, who hast trampled down death and overthrown the Devil and given life to thy world; do thou, the same Lord, give rest to the soul(s) of thy departed servant(s) [state soldier's name], in a place of brightness, a place of refreshment, a place of repose, where all sickness, sighing, and sorrow have fled away. Pardon every transgression which he (she) (they) has (have) committed, whether by word or deed or thought. For thou art a good God and lovest mankind; because there is no man who lives yet does not sin; for thou only art without sin; thy righteousness is to all eternity; and thy word is truth. For thou art the Resurrection, the Life, and the Repose of thy servant(s) [state soldier's name] who is (are) fallen asleep, O Christ our God, and unto thee we ascribe glory, together with thy Father who is from everlasting, and thine all-holy, good, and life-creating Spirit, now and ever and unto ages of ages. Amen."

Prayers at the death of a Moslem soldier

In the event of the death of a Moslem soldier, the following prayers may be said (the person leading the prayer should stand and face toward Mecca if possible):

"Allah is Great! [Repeat this phrase four times] "There is no God but Allah and Mohammed is his prophet."

"Glory be to Thee, O Allah, and I praise Thee Thy praise is glorified, and there is no God other then Thee.

O Allah! have mercy on Mohammed and on those related to Mohammed, just as Thou hadst mercy and Thou sendst peace and blessed and hadst compassion on Abraham. Surely Thou art Praiseworthy, the Great!"

Prayers at the death of a Moslem soldier (continued)

O Allah! forgive those of us who are still living and those who are dead; those of us who are present and those who are absent, and our minors and our elders. O Allah! let the one whom Thou keepest alive from among us, live his life according to Islam, and let the one whom Thou causest to die from among us, die as a believer."

"Peace and Allah's mercy be upon you."

SECTION VI. MEMORIAL CEREMONY — INTERFAITH

Memorial ceremonies are patriotic tributes to deceased service members. Since the ceremony is command-oriented, attendance is often mandatory. A memorial ceremony is a military function which is not normally conducted in a chapel. The content of the memorial ceremony may vary depending on the desires of the commander.

In most cases, the officiating chaplain prepares a worship bulletin which may contain a biographical sketch of the deceased service member with mention of awards and decorations. The following elements may be included in the ceremony:

> ## MEMORIAL CEREMONY
>
> *Prelude*
> *Posting of the colors*
> *National Anthem*
> *Invocation*
> *Memorial tribute —*
> ◆ *Biographical sketch*
> ◆ *Service record*
> *Scripture reading*
> *Prayers*
> *Hymn or special music*
> *Meditation*
> *Benediction*
> *Taps*

SECTION VII. MEMORIAL SERVICE — INTERFAITH

Memorial services are religious services. They stress spiritual comfort to the family, relatives, friends and members of the deceased service member's unit. Attendance is voluntary. The elements of a memorial service are similar to those of the military funeral. Many units have SOPs for the conduct of such a service. The deceased's unit can provide unit customs such as the placing of the service member's polished boots and helmet in front of the chancel area. The deceased's chain of command is involved in the planning and conduct of the memorial service.

The following elements may be included in the ceremony:

MEMORIAL SERVICE
Prelude
Invocation
Scripture reading
Meditation
Prayer
Silent tribute
Benediction

Sample Ecumenical Memorial Prayer

Let us give thanks to God for the land of our birth with all its chartered liberties. For all the wonder of our country's story:

We give you thanks, O God.

For leaders in nations and state, and for those who in days past and in these present times have labored for the commonwealth:

We give you thanks, O God.

For those who in all times and places have been true and brave, and in the world's common ways have lived upright lives and ministered to their fellows:

We give you thanks, O God.

For those who served their country in her hour of need, and especially for those who gave even their lives in that service:

We give you thanks, O God.

O almighty God and most merciful Father, as we remember these your servants, remembering with gratitude their courage and strength, we hold before you those who mourn them. Look upon your bereaved servants with your mercy. As this day brings them memories of those they have lost, may it also bring your consolation and the assurance that their loved ones are alive now and forever in your living presence.

Amen.

End of Appendix B

RB 16-100

The Unit Ministry Team Handbook

Combat Stress Control

SECTION I. COMBAT STRESS CONTROL AND THE UNIT MINISTRY TEAM

Commanders must ensure that all the soldiers within their command are ready to face the impending dangers and stresses associated with continuous operations and combat to include battle fatigue. The UMT is one of the tools available to the commander to deal with this problem.

Providing comprehensive religious support to soldiers in the combat zone includes the ability to assist in the prevention, assessment, and treatment of soldiers suffering from stress related illnesses and battle fatigue.

Assigned directly to battalions, UMT members are able to understand the life styles of the soldiers in the unit, to analyze their strengths, and then accurately identify potential stresses that affect both the unit and individual soldiers.

FM 22-51, *Leader's Manual for Combat Stress Control,* explains that we all have stresses — positive and negative — that affect soldiers on the battlefield. It is the job of the UMT members to understand what those behaviors are, and what impact they have on the individual and the unit.

Figure C-1 illustrates the categories for these behaviors.

SECTION II. BATTLE FATIGUE AND THE UNIT MINISTRY TEAM

Battle fatigue spreading through a unit affects morale and can incapacitate the unit's effectiveness. Commanders must have an efficient means of accurately identifying soldiers with battle fatigue at the very earliest signs of its presence. Early detection ensures that soldiers are helped and promotes the fighting proficiency of the unit.

COMBAT STRESS BEHAVIORS

ADAPTIVE

Positive Combat Stress Behaviors

DYSFUNCTIONAL

Misconduct Stress Behaviors and Criminal Acts

Battle Fatigue

UNIT COHESION LOYALTY TO BUDDIES LOYALTY TO LEADERS IDENTIFICATION WITH UNIT TRADITION SENSE OF ELITENESS SENSE OF MISSION ALERTNESS, VIGILANCE EXCEPTIONAL STRENGTH INCREASED TOLERANCE TO HARDSHIP, DISCOMFORT, PAIN, AND INJURY SENSE OF PURPOSE INCREASED FAITH HEROIC ACTS COURAGE SELF-SACRIFICE	MUTILATING ENEMY DEAD NOT TAKING PRISONERS KILLING ENEMY PRISONERS KILLING NONCOMBATANTS TORTURE, BRUTALITY KILLING ANIMALS FIGHTING WITH ALLIES ALCOHOL AND DRUG ABUSE RECKLESSNESS, INDISCIPLINE LOOTING, PILLAGE, RAPE FRATERNIZATION EXCESSIVELY ON SICK CALL NEGLIGENT DISEASE, INJURY SHIRKING, MALINGERING COMBAT REFUSAL SELF-INFLICTED WOUNDS THREATENING/KILLING OWN LEADERS ("FRAGGING") GOING ABSENT WITHOUT LEAVE, DESERTION	HYPERALERTNESS FEAR, ANXIETY IRRITABILITY, ANGER, RAGE GRIEF, SELF-DOUBT, GUILT PHYSICAL STRESS COMPLAINTS INATTENTION, CARELESSNESS LOSS OF CONFIDENCE LOSS OF HOPE AND FAITH DEPRESSION, INSOMNIA IMPAIRED DUTY PERFORMANCE ERRATIC ACTIONS, OUTBURSTS FREEZING, IMMOBILITY TERROR, PANIC RUNNING TOTAL EXHAUSTION, APATHY LOSS OF SKILLS AND MEMORIES IMPAIRED SPEECH OR MUTENESS IMPAIRED VISION, TOUCH, AND HEARING WEAKNESS AND PARALYSIS HALLUCINATIONS, DELUSIONS

POST-TRAUMATIC STRESS DISORDER

INTRUSIVE PAINFUL MEMORIES, "FLASHBACKS"
TROUBLE SLEEPING, BAD DREAMS
GUILT ABOUT THINGS DONE OR NOT DONE
SOCIAL ISOLATIONS, WITHDRAWAL, ALIENATION
JUMPINESS, STARTLE RESPONSES, ANXIETY
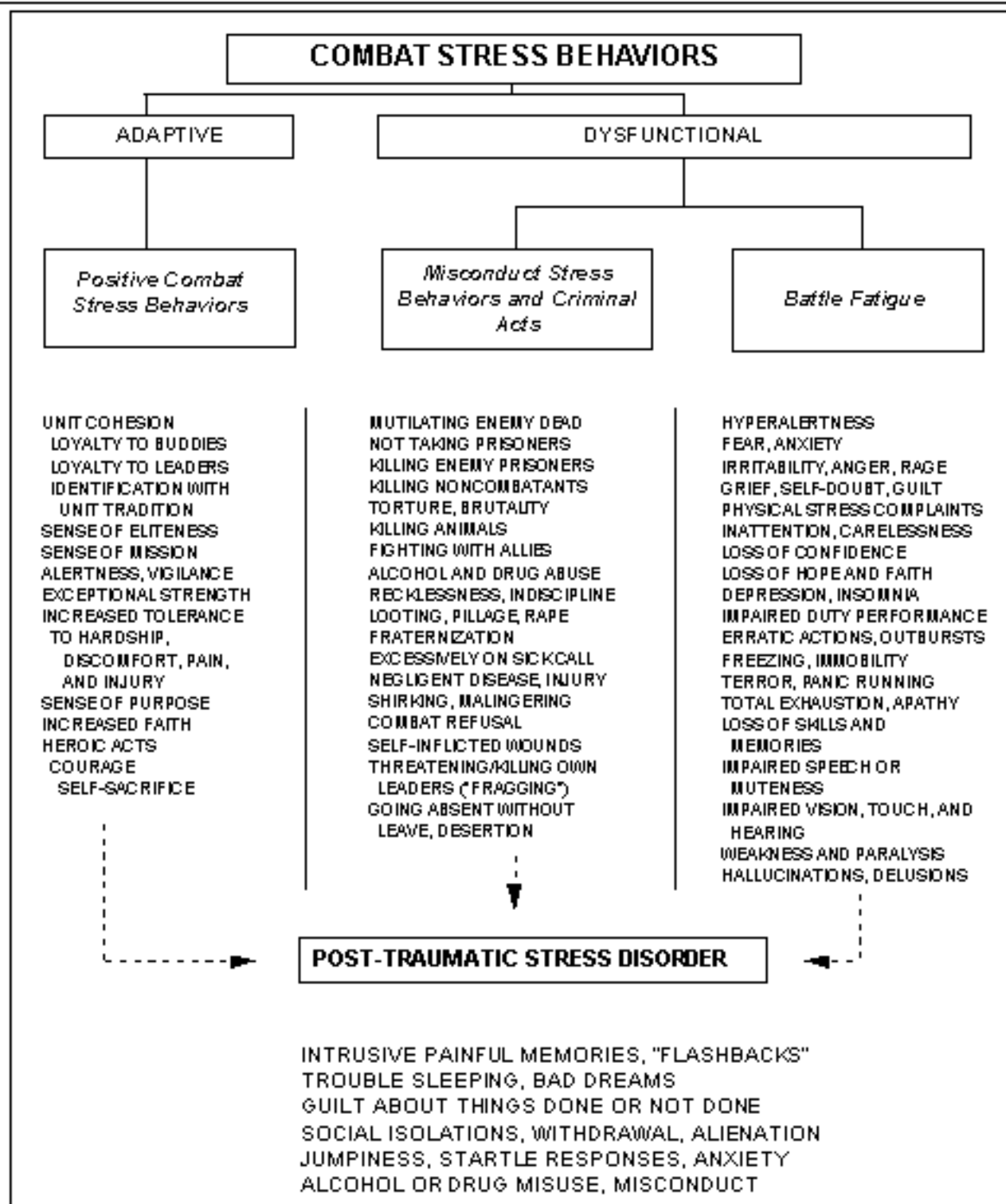ALCOHOL OR DRUG MISUSE, MISCONDUCT

Figure C-1 — Combat Stress Behaviors

The Unit Ministry Team helps the command in identifying potential battle fatigued soldiers and provides a means for the soldier to get immediate and qualitative

assistance. Depending on whether a soldier is suffering symptoms of light or heavy battle fatigue, there is a set plan for treatment of the soldier that focuses on addressing the stresses associated with the level of battle fatigue.

Figure C-2 identifies the "treatment paths" for soldiers suffering from light and heavy battle fatigue.

"Light" battle fatigue signs

Physical

Tension, aches, pains.
Trembles, fidgets, fumbles.
Jumpiness, startles at sudden sounds or movement.
Cold sweats, dry mouth, pale skin, eyes hard to focus.
Pounding heart, feeling dizzy or light-headed.
Feeling out of breath, breathing too much until the fingers or toes tingle, cramp, go numb.
Upset stomach, vomiting.
Diarrhea, frequent urination.
Emptying bowels or bladder at instant of danger.
Fatigue, feeling tired or drained, takes effort to move.

Figure C-2 — Batle Fatigue Treatment "Path"

Mental & Emotional

Anxiety, expecting the worst.
Irritability, swearing, complaining.
Easily bothered.
Difficulty in paying attention.

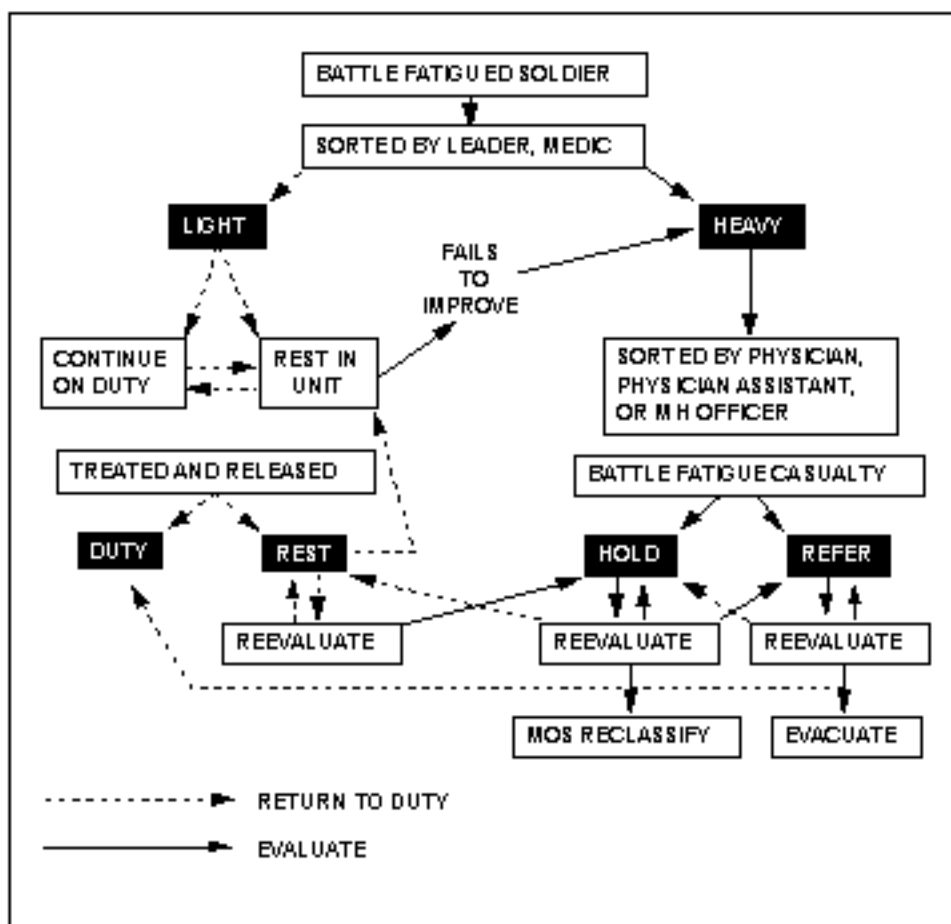Difficulty remembering details.
Difficulty thinking, speaking and in communicating.
Sleeping trouble, waking from bad dreams.
Grief, tearful, crying for dead or wounded buddies.

Feeling badly about mistakes or about what had to be done.
Anger, feeling let down by leaders or others in the unit.
Beginning to lose self confidence.
Lack of confidence in leaders.

"Heavy" battle fatigue — signs

Physical	Mental & Emotional
Can't be still, moves constantly.	Rapid talking, constant suggestions.
Flinching, ducking at sounds.	Argues, starts fights, reckless.
Shaking arms or body, cowers.	Inattention to self, hygiene.
Part of body will not function with no physical reason.	Memory loss, severe stuttering.
Freezing under fire.	Afraid to sleep; seeing or hearing things.
Prolonged or total immobility.	Emotional shifts, crying.
Exhaustion, slowed down or still.	Wishing for death.
Vacant stare.	Social withdrawal.
Staggers or sways while standing.	Apathetic, no interest.
	Hysterical outbursts.
	Panic running under fire.

SECTION III.   THE UNIT MINISTRY TEAM'S ROLE IN COMBAT STRESS CONTROL AND BATTLE FATIGUE MINISTRY

UMTs provide religious support to soldiers in the unit to include ministry in the prevention of battle fatigue, immediate assistance to soldiers demonstrating stress and battle fatigue, and also provide replenishing ministry to strengthen and support soldiers who have experienced negative stress and battle fatigue symptoms.

Religious Support *before, during* and *after* Operations

before alert notification

Upon receipt of the alert for movement, the following efforts must be continued by the UMT as part of predeployment preparations.

- Establish relationships with unit personnel and families in peacetime.
- Provide preventive measures that counteract the adverse effects that soldiers will likely experience later during conflict.
- Train team leaders and soldiers in stress management.

The UMT can train unit personnel in skills that will "battleproof" them against battle fatigue.

during operations

Commanders and leaders will turn to the UMT for assistance in dealing with battle stress during conflict.

- Help soldiers to refocus on their spiritual values by offering a vision of life greater than the momentary destruction of warfare.
- Give evidence to soldiers that God is present and accessible to them in combat by the UMT being present on the battlefield.

after operations

Combat stress reactions following conflict can pose an immediate problem to the morale of the unit. Chaplains and chaplain assistants help alleviate this stress by their ministry of presence.

- Focus attention on caring for the wounded and honoring the dead.
- Provide comfort, assurance, and encouragement to help soldiers adjust to the current situation and to face the future.
- Reassure the soldier that the dead are honorable, treated with dignity and that there is hope for the future and forgiveness for the past.

Preventive Measures

UMT tips

COMBATING STRESS

Being with soldiers and deploying with the unit.

Providing opportunities for private and group prayer and worship.

Providing personal religious articles and materials.

Reading scriptures with soldiers.

Communicating with soldiers, allowing them to work through stress, fear, anxiety, anger, and frustration.

Interacting with family support groups prior to deployment and providing a sense that families will be taken care of while the soldiers are deployed.

Immediate Measures

UMT tips

COMBATING STRESS

Maintaining a presence with the soldier.

Conversation and an opportunity to share fears, hopes, and other feelings. Using the Critical Event Debriefing is the best tool for doing this.

Providing prayer for the soldier(s).

Administering rites, sacraments, and ordinances at appropriate times.

Reading from sacred scriptures.

Replenishing Measures

UMT tips

COMBATING STRESS

Coordinating the availability of worship services, sacraments, rites, and services/ceremonies for honoring the dead.

Facilitating the integration of personnel replacements.

Providing the opportunity for personal counseling and memorial services.

Reinforcing the soldier's sense of self-worth and hope.

Structuring opportunities for soldiers to talk about what they have experienced in combat and facilitating integration of the combat experience into their lives.

Prepping for the next stage of battle.

Providing personal religious articles and materials.

Securing or providing denominational religious coverage in the unit or for other units.

Participating in rebuilding the physical, emotional, and spiritual resources of the unit.
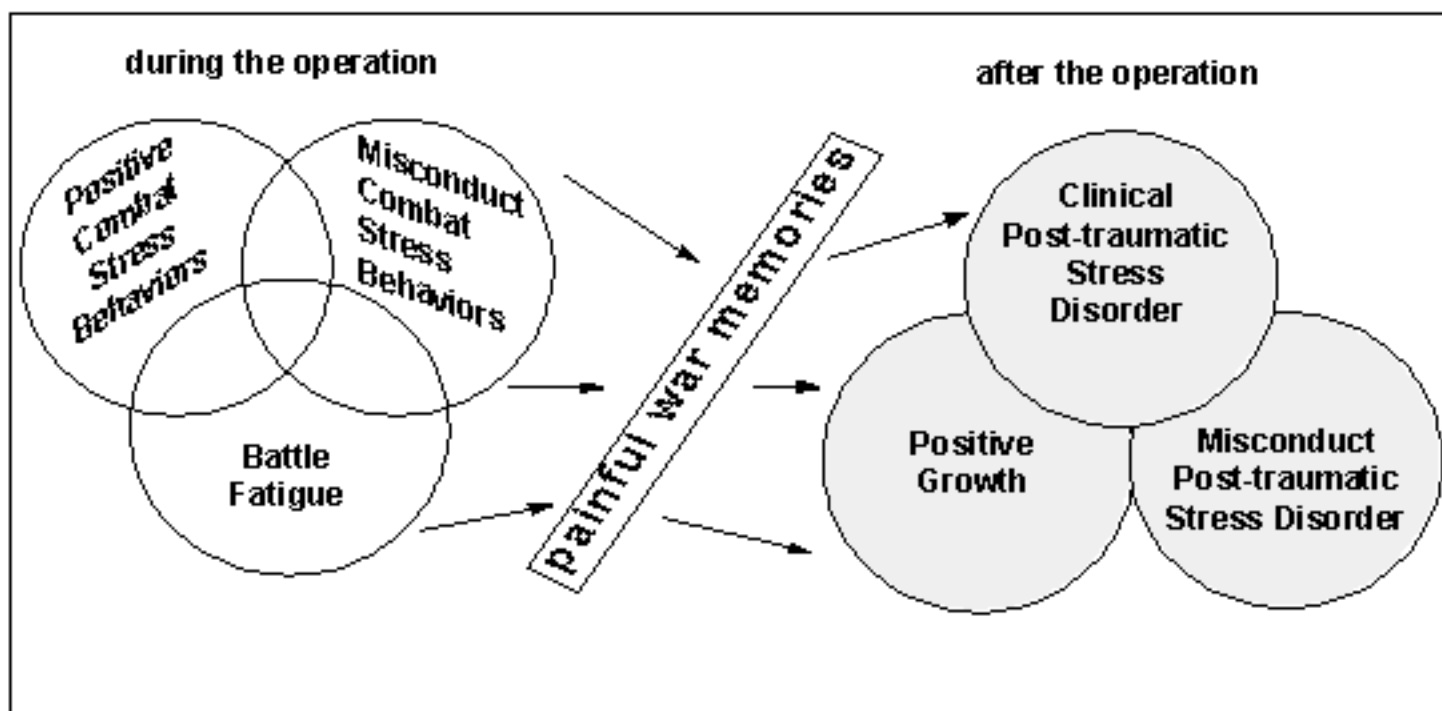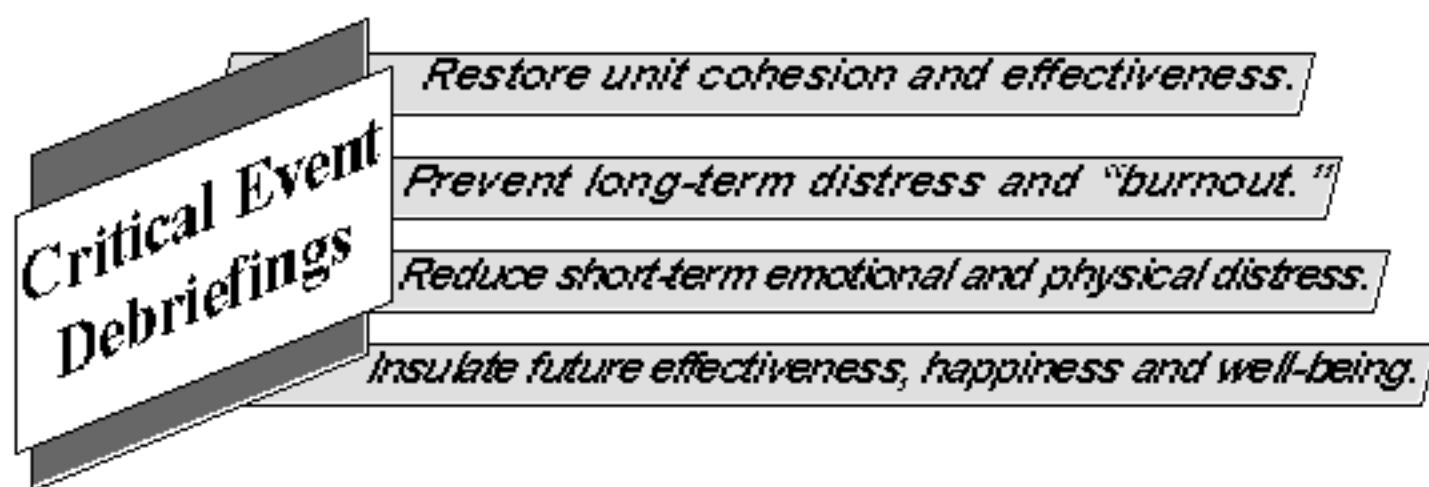
Figure C-3 — Relation between Combat Stress Behaviors and Post Traumatic Stress Disorder

SECTION IV. CRITICAL EVENT DEBRIEFING

The Critical Event Debriefing (CED) helps small units soon after exceptionally traumatic events.

Critical Event Debriefings

Restore unit cohesion and effectiveness.

Prevent long-term distress and "burnout."

Reduce short-term emotional and physical distress.

Insulate future effectiveness, happiness and well-being.

Critical Event Debriefing — Operating Principle

Leaders of small units should always conduct an after action review (AAR) when a mission is completed.

After an exceptionally distressing mission or event, the leaders of the unit should coordinate a Critical Event Debriefing (CED).

Some situations which may warrant a CED —

- death of unit member
- death or suffering of noncombatants (especially women, children)
- handling of the dead, the management of carnage, or the sight of devastation during disaster work
- a friendly fire incident
- a situation involving a serious error, injustice or atrocity
- a situation of total helplessness

Critical Event Debriefing

Other teams may be made up of the following —

Mental health/combat stress control officers/enlisted soldiers,

chaplain, physicians, nurses, medics or other medical department

personnel, line officers and NCOs with CED training.

The participants in a CED are normal people who have survived an abnormal situation. The CED is neither therapy nor counseling. It is basic and wise preventive maintenance for the human spirit.

Setting up a Critical Event Debriefing

WHO
- ◆ a group of 3 to 40 soldiers (max 60).
- ◆ a functional organization — crew, team, squad or platoon.
- ◆ strangers, civilians, family members thrown together in the critical event by chance.

NOTE

Normally include only those directly involved in the event.
No media or outsiders permitted.
May include trusted support persons such as listeners, such as another chaplain, medic even if that person wasn't present at the incident.
Must be identified as a CED team member.

WHAT

Normally, the team consists of a debriefing leader and an assistant, with one additional assistant for every 10 people in a group of more than 20.

WHEN
- ◆ Most effective when conducted 8 to 72 hours after the event — after enough rest and recovery for all to be alert and involved; during a lull in the action or after completing an operation.
- ◆ Expected duration — 2 to 3 hours.
- ◆ Can be shortened defusing debriefing, with the expectation of a full CED later when the tactical situation allows.

WHERE
- ◆ An emotionally neutral place relatively safe from enemy action, distraction, and observation.
- ◆ A reserve position or assembly area.
- ◆ With enough light to see all participants.
- ◆ Sheltered from bad weather.

HOW

Elements of the
Critical Event Debriefing

Name of deceased_____
Position/duty _____

Opening
Introduce the team.
Tell why you are there.

Key points —
Impact of a critical event.
Describe difficulty of handling the situation on their own.
If debriefing does not benefit some, it will benefit others.

Guidelines
No Rank during session
Speak only for yourself

Confidentiality
No note taking, no tape recorders or videos
Is there anyone here who does not belong?
Media, victim's family, anyone not involved or
supervisor not directly on scene
Beeper, radios off
Relieved of duties and responsibilities for this time
You don't have to speak; you may ask any question
No breaks
Session lasts approximately 2-3 hours
Team is available when debriefing session is over

Fact phase

Ask participants to describe the event from their own perspective.
What was their role in this event?

Thought phase

What was your first thought at the scene (or when you heard
about it)?
When you came off autopilot what do you recall thinking?

Reaction phase

What was the worst thing about the event?
What do you recall feeling?

Symptom phase

Describe probable cognitive, physical, and emotional behavioral
responses —
at the scene.
a few days afterward.

Teaching phase

Relay information regarding stress reactions and what can be
done about them.
If a prepared handout is available, distribute. Include phone
numbers or points of contact within the unit.

Continued from previous page

Wrapup phase

Reaffirm positive things.

Summarize.

Be available & accessible.

Debriefing team debriefs itself and decides which individuals needs more help or referral.

SECTION V. SUICIDE HELP

UMT members may be the first to identify the "signals" of a potential suicide-risk soldier.   The key to prevention is to provide aid to persons at suspected risk.

SIGNS OF SUICIDE

A person —
*   appears depressed, sad, tearful, has poor sleep, poor appetite, appears hopeless.
*   threatens suicide.
*   talks about wanting to die.
*   experienced significant loss.
*   shows changes in behavior, appearance, or mood.
*   abuses drugs, alcohol.
*   deliberately injures self.
*   gives away possessions.
*   recent breakup in a relationship.

P r o v i d e   A i d

1 — **ASK** — *Don't be afraid to ask "Are you thinking about hurting yourself?"*

INTERVENE — *Do intervene immediately.*

DON'T *keep a secret concerning a person at risk.*

FOLLOW THE ACRONYM L I F E

2 — **L**ocate help — Chaplain, staff duty officer, doctor, nurse, friend, family, crisis line, hospital emergency.

Inform — Chain of command of the situation.

Find — Someone to stay with the person. Don't leave the person alone.

Expedite — Get help immediately. A suicidal person needs immediate attention by helpers.

End of
Appendix C

A D V I S I N G   C O M M A N D E R S

Religious Area Analysis

Appendix

D

Areas of Concern	Specific Information
Religions in the Area	◆ Organized, unorganized ◆ Relations among religions and religious leaders, both indigenous and missionary
Clergy	◆ Number, location, and education of clergy ◆ Influence of clergy
Religious Beliefs	◆ Major tenets of each religion, to include: ◆◆ Faith ◆◆ Rites of cleaning and purification ◆◆ Impact of faith on life ◆◆ Concept of the hereafter ◆◆ The impact of religion on value systems, the verities of life ◆◆ Means of salvation ◆ Degree of religious convictions in lives of indigenous populace
Worship	◆ Forms of worship ◆ Frequency of worship ◆ Places of worship ◆ Significance of worship
Relationship between religion and motivation of indigenous people	◆ Strength of religious sentiment ◆ Influence of religion on daily life
Relationship between religion and trans-cultural communication	◆ Attitudes toward people of other races and cultures ◆ Acceptable kinds of social interaction

Continued from previous page

Areas of Concern	Specific Information

Socio-economic influence of religion(s)	◆ Influence of religious leaders
	◆ Influence of religions on society
	◆ Economic influence of religionss on:
	  ◆◆ Religious ownership of property and other possessions
	  ◆◆ Teachings of religions about private property
	  ◆◆ Relationship of religious and economic leaders

Relations with government	◆ Relationships of religious leaders and government officials ◆ Role of religions and religious leaders in army forces ◆ Political influence of religious leaders
Religious schools	◆ Location, size, and attendance ◆ Influence ◆ Relationship with non-religious schools

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Appendix D

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ADVISING COMMANDERS

MORAL & ETHICAL ISSUES

Appendix

E

SECTION I. INTRODUCTION

The unit chaplain is responsible for advising the commander on moral and ethical issues. AR 165-1, *Chaplain Activities in the United States Army*, outlines this responsibility: "The chaplain provides for religious ministry, pastoral care, and ethical and moral well-being of the military community." Chaplains "prepare periodic evaluations for the commander on the spiritual, ethical and moral health of the command."

In addition, the chaplain is the primary person to provide for moral leadership training within commands. This is the "commander's tool to address moral, social, ethical and spiritual questions that affect the climate of the command."

The following checklists will assist chaplains in being aware of concerns, characteristics and steps involved in providing for the moral and ethical well-being of commands and communities.

SECTION II.   CHARACTERISTICS OF GOOD REASONING AND DECISION MAKING

The decision does not reflect partiality to your own position. It does not benefit only you or a specific individual or subgroup. The decision can be universalized. It applies to everyone in a similar situation.	The decision will produce some action aimed at resolving the problem. The decision sets the example for others, and enhances your integrity and credibility as an officer. It encourages trust and confidence.
Justification for a decision is consistent with other Army standards, principles and organizational values and does not undermine them.	The decision shows an appreciation for ethical rules and principles — honesty, fairness, loyalty, welfare of the community.

SECTION III. PROCEDURES FOR DISSENTING WITHIN THE MILITARY

These are suggested steps to take when you feel compelled, for ethical reasons, to challenge an authority concerning an ethical issue.

STEP 1 — If you think dissent is appropriate, go to your supervisor with some respectful goals.

- ◆ Verify the order.
- ◆ Explain your concerns.
- ◆ Be objective and tactful.
- ◆ Be sure to keep a record (Memorandum for Record).

STEP 2 — Listen to your supervisor.

- ◆ See if there are one or two alternatives at this point.
- ◆ Change or seek to modify the order and thus eliminate the source of your concern, or confirm the order, which may or may not provide new and convincing information.

NOTE ➤ At this point you have, at a minimum, two possible responses —
You can comply with the order in spite of reservations.
You may decide to continue with formal dissent.

STEP 3 — If you choose to comply, you need to ask yourself questions.

- • "Am I sure there is an ethical/legal problem?"
- • "Have I assessed the consequences of pressing the matter further?"
- • "Can I obtain some informed, unbiased advice?"
- • "Am I keeping records of this?"

_____

You may wish to confer with JAG, other chaplains or staff for information or advice.

STEP 4 — If you decide to continue to dissent, report the problem in the chain of command.

— *to JAG*
— *to the Inspector General*
— *to a Chaplain.*

_____

All soldiers must obey lawful orders, but chaplains have a special duty to advise the command on moral and ethical issues which may adversely affect the mission or soldier morale.

SECTION IV. ETHICAL DECISION-MAKING MODEL

Follow the steps of the following sample ethical decision-making model to enhance the best possible ethical decision. Think of these steps as a "process."

STEP 1 — Identify the moral/ethical problem or dilemma.

- ◆ What is the nature of the problem?
- ◆ How are people involved?
- ◆ Are there real or perceived conflicts in values?

STEP 2 — Identify and analyze factors/forces influencing the problem.

- ◆ Legal and Regulatory Standards
- ◆ Basic National Values
- ◆ Real and/or Ideal Army Values
- ◆ Personal Values
- ◆ Institutional Pressures
- ◆ Religious Values

STEP 3 — Identify and list the possible alternatives.

Don't discount alternatives that seem outlandish until the entire process has been followed.

- ◆ What historic solutions have been tried?
- ◆ Is there a fresh approach to the problem?
  - ◆◆ What are the pros and cons, strengths and weaknesses of each alternative?
    - ◆◆ Be willing to go back to other steps for rethinking the problem.

STEP 4 — Make your decision.

Be willing to accept responsibility for it.

NOTE

If you discover an immoral act and dissent is the issue, consider the most common problems to reach a solution (next page).

**COMMON PROBLEMS AND ERRORS
IN DISSENTING WITHIN THE MILITARY**

• Failure to provide alternatives.

• A lack of factual information. Failure to research regulations well.

• Dissenting in areas or on matters outside the individual's realm of responsibility.

• Failure to use or exhaust internal procedures prior to appealing to higher authority or skipping over the chain of command.

• Poor or improper timing, dissenting with a senior in front of subordinates.

• Failure or unwillingness to take ownership for the dissent.

• Misplaced sense of loyalty. Make sure your supervisor knows that the most loyal thing you can do is to assist by helping rethink decisions which have potential for unethical, illegal or grossly negligent consequences.

SECTION V. ETHICAL CLIMATE ASSESSMENT SURVEY

T he ethical climate of a unit is determined by a variety of factors, including the individual character of unit members, the policies and practices within the organization, the actions of unit leaders, and environmental and mission factors.

Leaders should periodically assess their unit's ethical climate and take appropriate actions to maintain the high ethical standards expected of all Army organizations.

This survey will assist you in making an ethical climate assessment and in identifying the actions necessary to accomplish this vital leader function.

ethical climate assessment survey

A survey used by the UMT or unit leaders to
assess the "climate" in the unit in ethical matters.

NOTE ▶ Questions in each Part, A through D, are to be answered with a choice of 1, 2, 3, 4, or 5 according to how the respondent's feelings are matched by the numbered scale below.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

PART A. INDIVIDUAL CHARACTER —

This section concerns unit members' commitment to Army values. Answer the following based on your observations of the ethical commitment in your unit — if you are a squad leader, questions pertain to you and your squad.

1. In general, the members of my unit demonstrate a commitment to Army values — honor, selfless service, integrity, loyalty, courage, duty and respect. _____

2. The members of my unit typically accomplish a mission by "doing the right thing" rather than compromising Army values. _____

3. I understand, and am committed to, the Army's values as outlined in FM 22-100, *Army Leadership*. _____

Total Section A _____

Continued from previous page				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

B. UNIT/WORKPLACE POLICIES & PRACTICES —

This sections focuses on what you, and the leaders who report to you, do to maintain an ethical climate in your workplace. This does not refer to superiors (addressed in Section D).

1. We provide clear instructions which help prevent unethical behavior. _____

2. We promote an environment in which subordinates can learn from their mistakes. _____

3. We maintain "appropriate levels of stress" and competition in our unit. _____

4. We discuss ethical behavior and issues during regular counseling sessions. _____

5. We maintain an organizational creed, motto, and/or philosophy that is consistent with Army values. _____

6. We submit unit reports that reflect accurate information. _____

7. We ensure unit members are aware of, and are comfortable using, the various channels available to report unethical behavior. _____

8. We treat fairly those individuals in our unit who report unethical behavior. _____

9. We hold accountable — report and/or punish — members of our unit who behave unethically. _____

Total Section B _____

Continued from previous page

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

C. UNIT LEADER ACTIONS

This section pertains to what you do as the leader of your organization to encourage an ethical climate.

1. I discuss Army values in orientation programs when I welcome new members to my unit.

2. I routinely assess the ethical climate of my unit — sensing sessions, climate surveys, etc.

3. I communicate my expectations regarding ethical behavior in my unit, and require subordinates to perform tasks in an ethical manner.

4. I encourage discussions of ethical issues in After Action Reviews, training meetings, seminars, and workshops.

5. I encourage unit members to raise ethical questions and concerns to the chain of command or other individuals, if necessary.

6. I consider ethical behavior in performance evaluations, award and promotion recommendations, and adverse personnel actions.

7. I include maintaining a strong ethical climate as one of my unit's goals and objectives.

Total Section C _____

Continued from previous page

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

D. ENVIRONMENTAL/MISSION FACTORS

Focusing on the external environment surrounding your unit, answer the following questions to assess the impact of these factors on the ethical behavior in your unit.

1. My unit is currently under an excessive amount of stress — inspections, limited resources, frequent deployments, training events, deadlines, etc.

2. My higher unit leaders foster a zero defects outlook on performance, such that they do not tolerate mistakes.

3. My higher unit leaders over-emphasize competition between units.

4. My higher unit leaders appear to be unconcerned with unethical behavior as long as the mision is accomplished.

5. I do not feel comfortable bringing up ethical issues with my supervisors.

6. My peers in my unit do not seem to take ethical behavior very seriously.

Total Section D _____

Continued from previous page

SCORING

Total the score of the survey from each section. A score of 1 or 2 on any question requires some immediate leader action.

Section A. Individual Character	Total Section A _____
Section B. Leader Action	Total Section B _____
Section C. Unit Policies and Procedures	Total Section C _____
Section D. Environmental/Mission Factors	Total Section D _____
	Total Overall Score _____

Assessment guideline

25 to 75	➤	take immediate action to improve ethical climate.
76 to 100	➤	take actions to improve ethical climate.
101 to 125	➤	maintain a healthy ethical climate.

End of
Appendix E

RB 16-100

Law of War

SECTION I. INTRODUCTION

In combat or stability and support operations you may likely encounter "enemy" combatants and civilians, and their property. You may encounter enemy prisoners or wounded enemy soldiers, or you may be taken prisoner or wounded by the enemy yourself.

The Hague and the Geneva Conventions and the customary law of war require that a military force in the accomplishment of its mission limit the suffering or destruction to military targets and to provide humane treatment for all persons who are taken out of the fight.

Retained Chaplains

Chaplains who fall into the hands of the enemy and remain, or are retained, shall be allowed to minister to other captives and to freely exercise their ministry among prisoners of war of the same religion, in accordance with their religious conscience.

RETAINED PERSONNEL Although retained personnel in a camp shall be subject to its internal discipline, they shall not, however, be required to perform any work outside their religious duties. They shall be allocated among the camps and labor detachments containing prisoners of war belonging to the same forces, speaking the same language or practicing the same religion. They shall enjoy the necessary facilities, including the means of transport provided for in Article 33, Geneva Convention, for visiting the prisoners of war outside their camp.

In all questions arising out of their duties, the chaplain shall have direct access to the military and medical authorities of the camp who support ministerial efforts. Chaplains shall be free to correspond, subject to censorship, on matters concerning their religious duties with the ecclesiastical authorities in the country of detention and with international religious organizations. Letters and cards which they may send for this purpose shall be in addition to the quota provided for in Article 71, Geneva Convention. None of the preceding provisions shall relieve the Detaining Power of the obligations imposed upon it with regard to the spiritual welfare of the prisoners of war.

PRISONERS WHO ARE MINISTERS

Prisoners of war who are ministers of religion, without having officiated as chaplains to their own forces, shall be at liberty, whatever their denomination, to minister freely to the members of their community. For this purpose, they shall receive the same treatment as the chaplains retained by the Retaining Power. They shall not be obliged to do any other work.

PRISONERS WITHOUT A MINISTER OF THEIR RELIGION

When prisoners of war have not the assistance of a retained chaplain or of a prisoner of war minister of their faith, a minister belonging to the prisoners' or a similar denomination, or in his absence a qualified layman shall be appointed, at the request of the prisoners concerned, to fill this office. This appointment, subject to the approval of the Detaining Power, shall take place with the agreement of the community of prisoners concerned and, wherever necessary, with the approval of the local religious authorities of the same faith. The person thus appointed shall comply with all regulations established by the Detaining Power in the interests of discipline and military security.

THE "SOLDIER'S RULES"

Fight only enemy combatants.

 Do not attack —
- Civilians.
- Enemy soldiers who surrender.
- Enemy soldiers who are sick or wounded, and who are out of combat.
- Medical personnel.
- Aircrew members exiting an aircraft in distress.

Continued from previous page

Safeguard enemies who surrender.

- Allow enemies to surrender.
- Treat all captives as POWs.
- Protect all captives from the dangers of combat.
- Evacuate all moveable captives to the rear as soon after capture as possible.

Do not kill or torture enemy prisoners.

- Treat all prisoners humanely.
    - ◆◆ Provide prisoners with food, water, shelter, and medical treatment.
    - ◆◆ Do not take money, personal property, or protective equipment from prisoners unless ordered to do so.
- Protect prisoners from physical or mental abuse.
    - ◆◆ Protect prisoners from acts of violence and intimidation.
    - ◆◆ Do not use prisoners as shields or screens, to clear or plant mines or booby traps, or as hostages.
    - ◆◆ Do not use force or coercion in questioning or interrogating prisoners.

Care for the wounded, whether friend or foe.

- Collect all wounded personnel.
- Treat all wounded, friend or foe, in accordance with medical priorities.
- Follow the Golden Rule — Treat enemy wounded as you would want friendly wounded to be treated by the enemy.

Do not attack medical personnel, facilities, or equipment.

- Do not fire at medical personnel, medical facilities, or medical transport vehicles.
- Respect medical service symbols (Red Cross, Red Crescent, the Red Lion and Sun, and the Red Star of David).
    - ◆◆ Use medical service symbols only for medical activities.
    - ◆◆ Do not hide behind medical service symbols.

Continued from previous page

Destroy no more than the mission requires.

- Follow the Rules of Engagement.
- Attack only combat targets.
- Do not attack protected property such as hospitals, churches, shrines, museums, or undefended places.
- Do not destroy property unless required by the necessities of war.

Treat all civilians humanely.

- Move or detain civilians only for proper cause.
- Protect civilians from collective punishment, reprisals, and hostage taking.
- Protect women from forced prostitution, rape, and sexual assault.

Respect private property and possessions.

Do not:
- Steal civilian property.
- Take war trophies.
- Seize property unless ordered to do so.

Identify the rights and duties of POWs.

- POWs <u>have</u> <u>the</u> <u>right</u> <u>to</u> —
  - ◆◆ Receive housing and clothing.
  - ◆◆ Receive enough food to stay in good health.
  - ◆◆ Receive adequate medical care.
  - ◆◆ Maintain proper hygiene.
  - ◆◆ Practice their religious faith.

NOTE ➤ Prisoners of war shall enjoy complete latitude in the exercise of their religious duties, including attendance at the service of their faith, on condition that they comply with the disciplinary routine prescribed by the military authorities. Adequate premises shall be provided where religious services may be held.

Continued from previous page

♦♦   Send and receive mail.

♦♦   Keep personal property except for weapons, military equipment, and military documents.

♦♦   Receive packages containing foodstuffs, clothing, and educational, religious, or recreational material.

♦♦   Have a prisoners' representative to the POW camp commander.

♦♦   Receive humane treatment from their captors.

♦ POWs <u>have</u> <u>the</u> <u>duty</u> <u>to</u> —

♦♦   Tell their captors only their name, rank, service number, and date of birth.

♦♦   Obey all lawful camp rules.

♦♦   Obey the lawful orders of senior prisoners.

♦♦   Perform nonmilitary labor which is not humiliating, dangerous, or unhealthy. Officers and NCOs can be required to perform only supervisory work.

SECTION II.   VIOLATIONS OF THE LAW OF WAR

Report all violations of the law of war. All military commanders and leaders, without regard to rank or position, have a duty to prevent criminal acts where U.S. troops are involved. Moreover, every American soldier has the right to prevent crimes.

Do your utmost to prevent criminal acts.
Request clarification of unclear orders.
Refuse to obey an order that is clearly illegal.

| **If you see any crime** about to be committed, you should act to prevent it. You can use moral arguments, threaten to report the act, repeat the orders of your superiors, state your personal disagreement, or ask the senior individual to intervene as a means of preventing the crime. | **In the event the crime** directly and immediately endangers your life or the life of another person, you may use the amount of force necessary to prevent it. The use of deadly force is justified **only** to protect life and only under conditions of extreme necessity as a last resort, when lesser means have failed. |

When you are given a criminal order, you should try to get the order rescinded by informing the person who gave the order that it violates the law of war. If the criminal order stands, you must disobey it. In all cases, the person who actually commits a crime is subject to punishment, even if he acted pursuant to the orders of a superior. Acting under superior orders is no defense to criminal charges when the order is clearly criminal. While an American soldier must promptly obey all legal orders, he must also disobey an illegal order which would require him to commit a crime.

UMT members must:

REPORT VIOLATIONS OF THE LAW OF WAR TO ONE OF THE FOLLOWING —

- **Chain of Command**
- **Military Police**
- **Inspector General**
- **A Judge Advocate**
- **A Chaplain**

As an American soldier, you are obligated to report any known or suspected violations of the law of war, including inhumane treatment of prisoners of war, through your chain of command. Reporting through the chain of command ensures that the information reaches the appropriate authorities so that proper action can be taken. Most commanders have established reporting procedures by local regulations and directives which require prompt, initial reports through the chain of command. Failure to comply with these regulations and directives may subject you to prosecution.

If you do not feel you can report the incident through your chain of command because someone in the chain above you was involved in the alleged crime, or you feel that such channels would not be effective, you can report to the other listed agencies.

CODE OF CONDUCT FOR MEMBERS OF THE ARMED FORCES OF THE UNITED STATES

1. I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

2. I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have means to resist.

3. If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

4. If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

5. When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

6. I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Briefings

Appendix

G

SECTION I. INTRODUCTION

This appendix provides sample formats and guidelines for various briefings. UMT members should utilize these formats if lacking command-provided formats.

SECTION II. INFORMATION BRIEFING

The purpose of the information briefing is to inform the listener. This briefing deals primarily with facts, not conclusions or recommendations. Use it to present high priority information requiring immediate attention; complex information involving complicated plans, systems, statistics, or charts; and controversial information requiring elaboration and explanation.

Situation briefings that cover the tactical situation over a period of time usually fall into this category.

The following format works well for an information briefing.

1. INTRODUCTION
    a. Greeting. Use military courtesy, address the person(s) receiving the briefing, and identify yourself.
    b. Purpose. Explain the purpose and scope.
    c. Procedure. Indicate procedure if briefing involves demonstration, display, or tour.

2. BODY
    a. Arrange main ideas in logical sequence.
    b. Use visual aids correctly.

   c. Plan effective transitions.

   d. Prepare to answer questions at any time.

3. CLOSE

   a. Ask for questions.

   b. Give closing statement.

   c. Announce the next briefer, if applicable.

SECTION III. DECISION BRIEFING

The purpose of the decision briefing is to obtain an answer or a decision. Personnel in higher headquarters use this briefing for most tactical matters requiring command decisions. In division headquarters and below, personnel often use a more informal modified decision briefing.

The decision briefing compares to an oral staff study and generally follows the same format.

1. INTRODUCTION

   a. Greeting. Use military courtesy, address the person(s) receiving the briefing, and identify yourself.

   b. Purpose.   State that the purpose of the briefing is to obtain a decision and announce the problem statement.

   c. Procedure. Explain any special procedures such as a trip to outlying facilities or introduction of an additional briefer.

   d. Coordination. Indicate accomplishment of any coordination.

   e. Classification. State the classification of the briefing.

2. BODY

   a. Assumptions. Must be valid, relevant, and necessary.

   b. Facts Bearing on the Problem. Must be supportable, relevant, and necessary.

   c. Discussion. Analyze courses of action. Plan for smooth transition.

   d. Conclusions. Degree of acceptance or the order of merit of each course of action.

   e. Recommendation(s). State action(s) recommended. Must be specific, not a solicitation of opinion.

3. CLOSE
    a. Ask for questions.
    b. Request a decision.

4. FOLLOW UP

NOTE

If the chief of staff is not present after the briefing is over, the briefer must inform the staff secretary or executive officer of the commander's decision.

SECTION IV. STAFF DECISION BRIEFING (GENERAL PURPOSE)

The staff briefing is to secure a coordinated or unified effort. This briefing may involve the exchange of information, the announcement of decisions, the issuance of directives, or the presentation of guidance.

The staff briefing may include the characteristics of the information, decision, and mission briefings.

Commands normally schedule staff briefings on a periodic basis. The attendees are usually the commander, his deputy, chief of staff, and senior representatives of coordinating and special staffs. Sometimes commanders from major subordinate commands may attend. In combat, commands hold additional briefings as the situation requires.

The chief of staff usually presides over the staff briefing. He opens the briefing by identifying the purpose of the briefing and reviewing the mission of the next higher headquarters. He next restates the command's mission and gives the commander's concept, if applicable. The staff is then called upon to brief their areas of responsibility.

The normal sequence is S2, S3, S1, S4, and S5. Special staff officer participation varies with local policy. The commander usually concludes the briefing, and he may even take an active part throughout the presentation.

SITUATION BRIEFING

The tactical situation briefing is a form of staff briefing used to inform persons not familiar with the situation at the level at which the briefing is taking place. The briefing goes back in time as far as necessary to present the full picture.

UPDATE BRIEFING

When the main intent of regularly scheduled staff briefings is to achieve coordinated effort within a headquarters, the substance of each officer's presentation is only an updating of material previously presented.

SITUATION/UPDATE BRIEFING FORMAT (Chaplain)

1. INTRODUCTION
    a. Greeting.
    b. Identification of self, if appropriate.
    c. Scope: Define coverage in terms of time, organizational level, or other specifics.

2. BODY
    a. Units visited.
    b. Unit morale.
    c. Coverage plan. (Consider NBC casualties, EPWs, mortuary affairs, your location, and who is next senior individual in charge.)
    d. Impacts of upcoming operations on soldiers and civilians.
    e. Problems.

3. CLOSE
    a. Solicitation of questions.
    b. Concluding statement and announcement of next briefer, if any.

SECTION V. STAFF ESTIMATES

The presentation of staff estimates culminating in a commander's decision to adopt a specific course of action is a special form of staff briefing. Staff officers usually follow the format prescribed for the written staff estimate for this staff briefing.

PERSONNEL ESTIMATE FORMAT (Oral) (S1)

1. GREETING

2. MISSION

3. THE SITUATION AND CONSIDERATIONS
   a. Intelligence situation.
   b. Tactical situation.
   c. Logistic situation.
   d. Civil-military operations situation.
   e. Personnel situation.
   f. Assumptions.

4. ANALYSIS

For each tactical course of action, when appropriate, analyze all logistic, civil-military operations, and personnel factors, indicating problems and deficiencies.

5. COMPARISON
   a. Evaluate deficiencies.
   b. Discuss advantages and disadvantages of each course of action from own standpoint. Indicate corrective action required.

6. CONCLUSIONS

Indicate whether the command can support the mission, which course of action can be supported best, and what major deficiencies need to be overcome.

7. CLOSE
   a. Solicitation of questions.
   b. Concluding statement and announcement of next briefer, if any.

BRIEFING CHECKLIST

1. ANALYSIS OF SITUATION
   a. Audience
      (1) Who and how many.
      (2) Official position.
      (3) Knowledge of subject.
      (4) Personal preferences.
   b. Purpose and type.
   c. Subject.
   d. Physical facilities.
      (1) Location.
      (2) Arrangements.
      (3) Visual aids.

2. SCHEDULE PRESENTATION
   a. Complete analysis.
   b. Prepare outline.
   c. Determine requirements.
   d. Schedule rehearsals.
   e. Arrange for final review.

3. CONSTRUCT THE BRIEFING
   a. Collect material.
   b. Prepare first draft.
   c. Revise and edit.
   d. Plan use of visual aids.

   e. Practice.
      (1) Rehearse.
      (2) Isolate key points.
      (3) Memorize outline.
      (4) Develop transitions.
      (5) Use definitive words.

4. DELIVERY
   a. Posture.
      (1) Military bearing.
      (2) Eye contact.
      (3) Gestures and mannerisms.
   b. Voice.
      (1) Pitch and volume.
      (2) Rate and variety.
      (3) Enunciation.
   c. Attitude.
      (1) Businesslike.
      (2) Confident.
      (3) Helpful.

5. FOLLOW UP
   a. Ensure understanding.
   b. Record decisions.
   c. Inform proper authorities.

UMT tips
BRIEFING "POINTERS"

DO NOT SUMMARIZE   *BE FORMAL*
USE AIDS   *BE BRIEF*
BE FACTUAL   *BE FLEXIBLE*
DO NOT EMOTIONALIZE
DO NOT ASK QUESTIONS

After Action Reviews and Reports

SECTION I. INTRODUCTION

As a method that promotes "disclosure" learning, an After Action Report (AAR) allows participants to focus on the objectives of a completed and examine what happened during an event and why.

Offering a detailed account of significant individual and unit assignments or activities, the UMT can use an AAR to present a written report on a significant event.

An AAR must accomplish the following.

- Provide a comprehensive and accurate description and assessment of a military assignment or activity.
- Conform to the Army writing style through clear and concise writing (with correct grammar, usage, punctuation, and spelling) and compact organization.

SECTION II. THE AAR PROCESS

The AAR process involves planning, preparing, conducting, and using the results, if appropriate, in future activities of the same type.

PLANNING   To ensure a successful AAR, good initial planning is crucial. The following planning guidance should help in constructing a good AAR.

Establish a goal — what is the AAR to accomplish?

Identify the participants — can everyone be involved, or is the group too large? Are outside observers required?

Determine when the AAR is to be conducted — after major phases of an exercise, upon completion of a block of instruction, or upon conclusion of an event?

Select a site for the AAR.

Determine if training aids are required.

Draft an AAR plan — the plan does not need to be fancy.

PREPARING   Like planning, proper preparation is a key to success. This is the most critical phase, because observations of the event are involved. The following should be accomplished during preparation.

Review all documentation related to the event — have operation orders or planning documents been prepared?

Observe the event — take clear, detailed notes. Encourage other participants to take notes.

Collect information from other observers, if applicable.

Organize the information and prepare appropriate questions to use in conducting the AAR. Ensure that the questions will bring out responses necessary to identify and resolve deficiencies and to identify strengths. Ensure that the questions you prepare will bring out the responses needed to identify and resolve deficiencies and identify strengths.
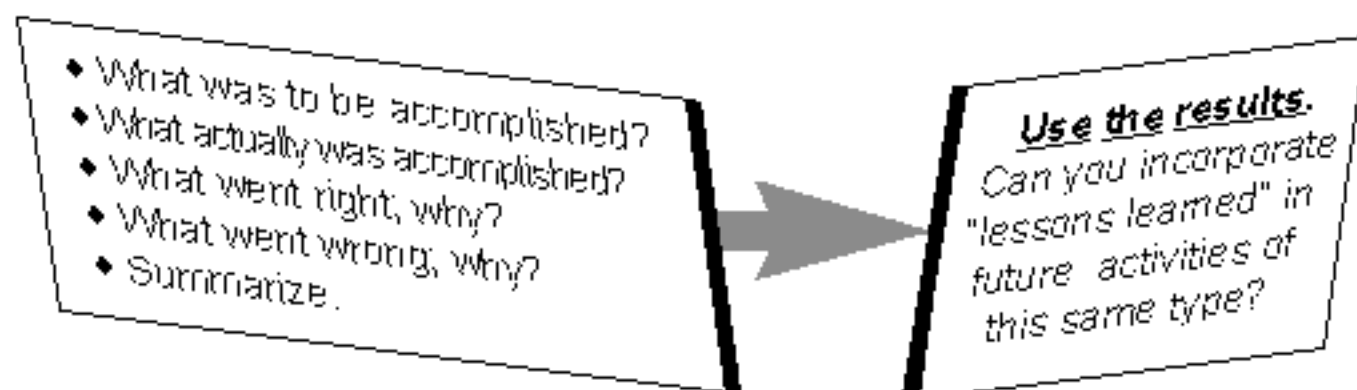
Organize the AAR site.

CONDUCTING   The AAR can provide a positive learning experience. During the AAR, accomplish the following:

Restate the activity's objective, mission, or goal.

Lead the discussions. Using open-ended questions, guide the participants as they identify and discuss the following.

- What was to be accomplished?
- What actually was accomplished?
- What went right, why?
- What went wrong, why?
- Summarize.

Use the results. Can you incorporate "lessons learned" in future activities of this same type?

SECTION III. TIPS FOR CONDUCTING AN AAR

Maintain order. Guide the discussion until significant issues surface; continue to provide guidance until appropriate courses of action are identified.

Let the discussion be non-judgmental. Find the answers and do not blame. Discuss not only what happened, but why.

Concentrate on standards. What was considered acceptable performance.

Keep the discussion on target. Encourage all group members to participate. Let participants discover answers on their own; you direct the discussion and keep it on track.

SUGGESTED MATERIAL TO BE ON HAND FOR AN AAR

- AR 600-70, FM 101-5, FM 16-1, and TC 25-20.
- Personal notes.
- Operations documents such as journal files, staff reports, operations orders, situation maps, or overlays.

SECTION IV. PERFORMANCE STEPS OF AN AAR

State the activity — and indicate whether the activity was completed.

Make recommendations or conclusions on your significant findings or results.

Describe the activity and its degree of accomplishment in the introductory paragraphs of the AAR as follows —

Cite the authority for the activity, the purpose of the activity, the time period during which the activity took place, and the personnel and units involved in the activity.

Cite any references.

Describe the activity and organize the body of the report in titled sections. Following a background discussion, tell how the activity took place, including all relevant facts.

Estimate the impact(s) of the activity on the individual or the unit.

Indicate any special circumstances or problems encountered in carrying out the activity, including any successes or failures of interest to a higher level of command; note any important command decisions.

List highlights and significant results of the activity, especially those that could affect future activities.

Document sources of information or references you have cited fully and consistently. Refer the reader to any attachment(s) which contain further detailed analysis of the activity.

Revise the AAR according to the Army writing style.

Write clearly. Primarily use the active voice; use personal pronouns when they are appropriate.

Write concisely. Do not use jargon or unnecessary long words; avoid wordiness; use military abbreviations appropriately.

Organize compactly.

End of Appendix H

RB 16–100

XX XXXXXXXX XXX XXXXXX

Risk Management

Appendix

I

SECTION I. INTRODUCTION

Risk management is the process of making operations safer without compromising the mission. Accident experience shows that mission-stopper accidents occur when victims are ignorant of hazards and countermeasures or when directed counter-measures are ignored. The greatest effort should be in hazard identification and countermeasure enforcement.

> **NOTE** As used in this appendix, "leader" and "team leader" refer to the senior-most member of the Unit Ministry Team present for duty. Whether chaplain or non-commissioned officer, the leader is responsible for risk decisions. Nevertheless, all UMT members must be involved in the risk management process.

SECTION II. RULES OF RISK MANAGEMENT

Three rules guide the risk management process.

- **Accept no unnecessary risks.** The Unit Ministry Team leader who has the authority to accept a risk has the responsibility to protect the team from unnecessary risks. An unnecessary risk is one that, if eliminated, still allows mission accomplishment.
- **Make risk decisions at the proper level.** Make risk decisions at a level consistent with the commander's guidance. The team leader responsible for the mission should make the risk decisions.
- **Accept risk if benefits outweigh the costs.** The team leader must take neces-sary risks to accomplish the mission. The team leader must understand that risk-tak-ing requires a decision-making process that balances mission benefits with costs.

SECTION III. RISK MANAGEMENT PROCESS

There are five steps to the risk management process.

- **Identify risks.** During the mission analysis, identify specific risks associated with all specified and implied tasks. Determine the hazards causing these risks. Consideration of METT-T factors help identify risks and is crucial to the second step of assessing risks.

- **Assess risks.** Determine the magnitude of risks. This involves an estimate of loss cost and probability. The **METT-TC** format (see Figure 4-2) provides an excellent guideline of factors to consider in this risk assessment. The *Enemy* equates to specific hazards identified. Consider the following aspects of other elements: *Mission* complexity and difficulty; *Terrain*, all aspects of the physical environment, including weather and visibility; *Troops,* supervision, experience, training, morale, endurance, and equipment; *Time* available for execution, planning, and preparation; *Civilian* considerations for population activities, assistance requirements and organizations. Determine the likelihood and extent of accidental loss based on the above analysis.

- **Make decisions and develop controls.** Make risk acceptance decisions by balancing risk benefits against risk assessments, and eliminate unnecessary risks. Reduce the magnitude of mission-essential risks through the application of controls. Controls range from hazard awareness to development of detailed operational procedures. Be sure controls do not jeopardize mission accomplishment. Involve the chain of command if necessary risks or controls prevent assigned mission requirements.

- **Implement controls.** Integrate specific controls into estimates, plans, religious support annexes, SOPs, training performance standards, and rehearsals. Knowledge of controls down to the individual soldier is essential.

- **Supervise.** Enforce controls and standards. This is key. Evaluate mission progress and changes to METT-TC, the begin appropriate corrective actions. After mission completion, evaluate risk decisions and controls for inclusion in lessons learned.

Risk Assessment Matrix

E = Extreme Risk
H = High Risk
M = Medium Risk
L = Low Risk

PROBABILITY

EFFECT		Frequent **A**	Likely **B**	Occasional **C**	Seldom **D**	Unlikely **E**
Catastrophic	I	E	E	H	H	M
Critical	II	E	H	H	M	L
Marginal	III	H	M	M	L	L
Negligible	IV	M	L	L	L	L

The Risk Assessment Matrix, the upper half of Figure I-1, is an aid in determining the level of risk associated with a particular hazard by weighing the hazard's probability of occurrence against the hazard severity. Effects and Probability categories are explained in the bottom portion of Figure I-1.

Figure I-1 — Risk Management Tools

EFFECT

CATEGORY I: CATASTROPHIC

Death or permanent total disability; systems loss; major property damage.

CATEGORY II: CRITICAL

Permanent partial disability or temporary total disability in excess of three months; major systems damage; significant property damage.

CATEGORY III: MARGINAL

Minor injury; lost workday accident, or compensable injury or illness; minor systems damage; minor property damage.

CATEGORY IV: NEGLIGIBLE

First aid or minor supportive medical treatment; minor systems impairment.

PROBABILITY

LEVEL A: FREQUENT

Likely to occur frequently in life of system, item, facility, etc. Continuously experienced.

LEVEL B: LIKELY

Will occur several times in life of item.

LEVEL C: OCCASIONAL

Likely to occur sometime in life of item. May occur a few times depending upon exposure.

LEVEL D: REMOTE

Unlikely, but still can be reasonably expected to occur. Though unlikely, may occur once in life of item.

LEVEL E: UNLIKELY

So unlikely it can be assumed that occurrence may not be experienced.

Continuous Operations

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Appendix

J

</div>

SECTION I. INTRODUCTION

Our force is changing from one that is forward-deployed to one that is CONUS-based and deployment-postured. Deployments to advance bases on short notice become routine for many units. Stress and fatigue are closely linked to deployment demands which lead to soldier, team, and unit performance degradation.

Continuous operations (CONOPS) is combat continuing at the same high intensity level for extended periods. Soldiers may have opportunities for sleep, but this sleep may be brief or fragmented.

CONOPS is distinguished from sustained operations (SUSOPS). In SUSOPS, the same soldiers and small units engage in continuous operations with no opportunity for the unit to stand down and very little opportunity for soldiers to get more than a few minutes of sleep. Within any CONOPS, there are likely to be periods of SUSOPS.

OPERATIONS AND SLEEP   A continuous cycle of day/night operations will cause degradation of performance in cognitive skills beginning as early as 18 to 24 hours into CONOPS. The ability to think clearly deteriorates even more rapidly than strength and endurance. Mood, morale, initiative, and motivation decline along with mental performance.

NOTE ➤ The best sleep periods, given limited choice, are 0300-0600 hours and 1600-1900 hours.

The soldier increasingly feels the effects of fatigue and stress, especially between 0200 and 0600 hours.

After 48-72 hours without sleep, soldiers become militarily ineffective. The best measure against fatigue is sleep. Water consumption, diet, physical conditioning, personal hygiene, and meaningful work all impact on fatigue.

Watch for the following symptoms of fatigue.

- Headaches
- Poor personal hygiene
- Impatience/irritability
- Loss of appetite

- Inability to make decisions
- Outright physical exhaustion
- Inability to focus on task at hand

CAUTION

Deprivation of sleep manifests itself in —
Increased errors
Difficulty in following instructions
Lack of motivation
Carelessness

SLEEP DEBT   People accumulate a "sleep debt" (cumulative loss of sleep over time) when they perform under limited sleep conditions. The only corrective measure for satisfying this sleep debt is sleep itself.

You cannot train to overcome sleep debt.
Tasks that are uninteresting and take a long time are extremely conducive to sleep.
Performance of mental tasks requiring calculations, creativity, and ability to plan declines by 25% for every 24-hour period of semi-continuous work without sleep.

The abilities of leaders are degraded by sleep debt, impacting on quick and effective responses to changing battle-field conditions.
Tasks that have been well-learned and repeatedly practiced are more resistant to sleep-loss effects (select the best trained to perform critical tasks).
Sleep debt over time (greater than 2 days) has a cumulative effect.

Leadership ability cannot overcome sleep debt.

NOTE ►

*The ability to learn new information is compromised
by sleep debt.*

SECTION II. SLEEP PLANS

The following guidelines can be used to develop an effective sleep plan.

- 6-8 hours of sleep each night will maintain mental task performance indefinitely.
- 3-4 hours sleep each night will maintain mental task performance for 5-6 days.
- After 24-36 hours without sleep, decisions, calculations, etc., should be cross-checked by a second person.
- Allow for naps as often as possible. Four one-hour naps in a 24-hour period are as beneficial as 4 hours' sleep. Accumulative sleep debt is more severe with fragmented sleep.
- Sleep plans should include provisions to recover from sleep debt.
- Provide for a minimum of 4-5 hours quality sleep (uninterrupted); however, after 6-7 days, accumulated sleep debt will equate to performance of 48 hours without sleep. Twelve hours of sleep/rest (at least 8-10 hours sleep) are required after 36-48 hours acute sleep debt.
- Twenty-four hours of sleep/rest (at least 15 hours sleep) are required after 36-48 hours sleep debt under conditions of high workload (12-16 hours per day). This is particularly important for commanders and staff with high mental task workloads.
- 2-3 days' sleep/rest are required after 72-96 hours' sleep debt. The sleep/rest period means 8-10 hours of sleep per day and light duty.

WORK AND SLEEP/REST SCHEDULES   Adjusting to new work schedules is a slow process. It may take from three to six days to come "in phase" with a new schedule. Leaders will seldom know if CONOPS will be over in three to six days, so from the beginning, the prudent commander will choose shifts of 4 hours on/4 hours off, 6 hours on/6 hours off, or 12 hours on/12 hours off.

sample work/rest schedule

Two-team (two shift) work/rest schedule for **6 hours on, 6 hours off**.

-time →	2400-0559	0600-1159	1200-1759	1800-2359
UMT ONE	off	on	off	on
UMT TWO	on	off	on	off

Leaders should devise a sleep schedule that makes every effort to provide for sleep at the same time of day or night every 24 hours. Sleep schedules that provide for sleep at different times of day or night are much less valuable and are detrimental to quality sleep and optimal performance.

> End of
> Appendix J

RB 16-100

Equipment and Vehicles

SECTION I. INTRODUCTION

It must be understood that different regions of the world will require different types of equipment to complete the mission and at the same time allow the soldier to remain healthy. Also the type of unit you deploy with will determine the number of bags to pack.

PREPARING FOR DEPLOYMENT — PACKING CONSIDERATIONS

In considering what to bring, always take into account unit SOP, size and weight, and climate and expected weather conditions. Plan for a "worst-case" scenario, and work backward keeping other limitations in mind.

When preparing for a deployment, or a field problem, always take the items on the unit packing list. Consider carefully METT-TC when determining what other items you will bring for personal comfort, mission enhancement, as well as the climate you will be operating in. Determine the weight and size of these additional items based on the unit mission, mode of transportation, and baggage restrictions.

Below is a series of packing lists that begins with universal items that will aid in basic survival in most environments and is followed by packing lists for the "A," "B" and "C" bags.

The following lists are provided for those who do not know what items they may be required to have on hand for a deployment, or a field problem. Units will generally provide a listing of required items for a specific deployment. However, there are some items that should be considered no matter what the mission or location.

NOTE ▶ Your Load Bearing Equipment (LBE), ruck sack, and duffel bags should all be planned out in advance in order to use available space efficiently.

SECTION II. INDIVIDUAL CLOTHING AND EQUIPMENT

> ### CHAPLAIN KIT UTILIZATION
> **The Chaplain Kit will always accompany the chaplain.**

FIELD UNIFORM

BDU w/ Belt and BDU Cap
Kevlar (w/Chin Strap, Camo cover, rank, Band)
LBE w/ Web belt
Suspenders
Canteen w/ Cup and Cover
First Aid Pouch w/ Field Dressing
Two Ammo Pouches
Combat Boots

Flashlight w/Batteries and Red Light Lens
Black Leather Gloves w/ Inserts
Assigned Weapon (Chaplain Assistant)
UMT Handbook, Notebook/Pen/Pencil
Hearing Protection
Protective Mask (w/ M291 Skin Decontaminating Kit)

UNIVERSAL PACKING LIST

Pocket Knife
First Aid Kit
Fire Making Equipment
Signal Mirror
Water Purification Tablets
Small Amount of Food
Compass
Map w/ Acetate
Alcohol Markers
Personal Camouflage

ID Tags
ID Card
Drivers License and SF 46
Weapons Card (Chaplain Assistant)
Field Meal Card
Geneva Convention Card (Chaplain)
Code of Conduct Card
Small Amount of Cash
Toilet Paper

A, B, & C BAGS   When deploying with a unit that allows you to carry three or more bags of personal equipment, maintain an *A Bag, B Bag,* and a *C Bag.* These lists reflect a 70% packing solution for a heavy unit and must be lightened considerably for light infantry soldiers.

A Bag (Ruck Sack)

BDU (2 sets)	Sleeping Bag (1) — stored in
Underwear (2 sets)	Waterproof Bag; check unit SOP for
(Socks, T-shirts, Shorts)	locating this item in the Ruck or in the
Entrenching Tool (1)	B bag
Gloves w/inserts (1 pair)	Weapon Cleaning Kit (1)
NBC Gear (1 set) — Gloves,	First Aid Kit (1)
Overboots, Overgarments, M8 & M9	Towel/Washcloth (1)
Detection Paper	Hygiene Kit — supplies for shaving,
Poncho (1)	dental care, soap, deodorant, shampoo,
Poncho Liner (1)	hand lotion, hair brush/comb, nail
Rain Gear (1 set)	clipper, mirror, etc.
2-Quart Canteens (1)	Sweater/Liner or Field Jacket (1)
Rations (3 meals)	Water-proof Bag

This bag is usually intended for a short period of time and immediate use.

B Bag (Duffel Bag #1)

BDUs (2 sets)	Underwear (5 pair)
Boots (1 pair)	Gloves (1 pair)
Field Jacket (1)	Towels/Washcloths (2)
PT Uniform (1 set) — T-shirt, Shorts,	Civilian Clothing (If Needed)
Sweatshirt, Sweatpants, Knit Cap)	Flak Vest (If not worn) (1)
Shoes, Athletic (1 pair)	Sleeping Shirt (1)
Socks (white) (5 pair)	Sleeping Shorts (1)
Laundry Bag	Shower Shoes (1 pair)

This duffel bag is your "working bag," — for the equipment you use most on a daily basis in your current mission.

STEP 2 — Check an M16A2 with the selector lever in the SEMI position.

- Place the selector lever in the SEMI position.
  - Pull the trigger, holding it to the rear (the hammer should fall).
  - Continue to hold the trigger to the rear while pulling the charging handle to the rear and releasing the charging handle.

- Release the trigger with a slow, smooth motion until the trigger is fully forward (the hammer should not fall).
  - Pull the trigger (the hammer should fall).

STEP 3 — Check an M16A2 with the selector lever in the BURST position.

- Place the selector lever in the BURST position.
  - Pull the charging handle to the rear and release it.
  - Pull the trigger holding it to the rear (the hammer should fall).

- Continue to hold the trigger to the rear while pulling the charging handle to the rear and releasing the charging handle.
- Repeat third step twice.
- Release the trigger.
- Pull the trigger (the hammer should fall).

STEP 4 — Stop the function check any time the rifle does not function properly.

STEP 5 — Turn in the malfunctioning rifle to the unit armorer.

M16 USER'S MAINTENANCE STEPS

A clean properly lubricated and maintained rifle, loaded with clean ammunition, will fire when needed. In order to keep the rifle and ammunition in good condition, daily care and cleaning is essential. During adverse weather or operational conditions, certain key parts of the rifle and the ammunition may actually need care and cleaning several times daily.

Since your life and the success of the UMT religious support mission may depend upon the proper functioning of the M16, it is imperative that these simple but vital procedures be followed.

Continued from previous page

Cleaning.

Thoroughly clean all metal surfaces of the rifle with bore cleaning compound. Special attention must be given to the following areas —

- **Chamber**. Clean with a chamber brush. If the regular brush is not available, use a Cal. .30, .45, .50, or 7.62mm bore brush as a substitute.
- **Bolt carrier group**. Clean the bolt carrier key with a 5.56mm bore brush (a worn one works best) and dry with a pipe cleaner. The bolt locking lugs, the bolt carrier key extractor, and the extractor must be free of carbon and dirt.
- **Magazine**. Disassemble and wipe dirt from magazine tube, spring and follower.
- **Barrel**. Clean with a bore brush and swabs — from chamber to muzzle.
- **Receiver**. Use a swab or brush to clean interior surfaces.

Lubrication.

- Apply a generous coat of lubricating oil to the carrier bolt, external surface of the bolt assembly and interiors of the upper and lower receivers including all operational components. Ensure oil is not placed on the locking lugs of the bolt.
- A light coat of oil should be applied to the barrel chamber and bore, firing pin, the firing pin recess in the bolt, and all external metal surfaces of the rifle.
- Place one drop of oil in the bolt carrier key, and ensure that hidden screws and springs are not overlooked.
- A light coat of lubricating oil should be put on the magazine spring. Do not lubricate other parts of the magazine.

NOTE ▶ Use semi-fluid lubricating oil (LSA) for temperature ranges of -35°F and above; Weapons Oil Lubricating (LAW) for temperature ranges below zero degrees. Either lubricant can be used at temperatures ranging from zero to -35°F.

Ammunition.

- Do not attempt to fire damaged or badly corroded ammunition.
- Cartridges with light corrosion, mud, dust or dirty water and/or rain should be wiped clean with a dry cloth.
- Do not use oil or greases on cartridges.

WARNING

Do not fire a weapon that has water trapped in the bore. To remove water from the bore (M16), pull charging handle rearward, ejecting cartridges, depress the lower portion of the bolt catch, then shake water from bore via muzzle. Depress the upper portion of the bolt catch, allowing the bolt to close, chambering a round and locking the bolt in the forward position.

CAUTION

Do not use magazines which are dented or have spread or damaged lips. If failure to extract cannot be corrected by normal cleaning, the weapon should be turned in at the first opportunity.

For detailed instructions, refer to TM 9-1005-249-12.

SECTION IV. UMT EQUIPMENT ITEMS

VEHICLE	
Dispatch Packet	Chem Lights
Technical Manuals (TM)	Basic Issue Items (BII) —
PMCS Sheets (Book of DD 2404)	Wrench, Screwdriver (Flat & Phillips),
Fuel Coupons	Jack w/ Handle
Load Plan	Lug Wrench
First Aid Kit w/ Rubber Gloves	Filler Spout
Extra Series 200 Lock	Pliers
Duct and Electrical Tape	Warning Triangles
Assortment of Wire/String	Fire Extinguisher w/Mount
Fuel Can	Shovel, Ax, and Pix
Chains	Hammer (Regular)
Water Can w/ Spigot	M11 Decon Apparatus w/Mount

Refer to unit SOP for minimum equipment requirements.

SECTION V. OTHER EQUIPMENT ITEMS

OTHER PERSONAL EQUIPMENT TO CONSIDER

Flashlights	Coffee Pot	Foot Powder
Watch	Zip-Lock Bags (Large and	Extra Shoe Laces
Alarm Clock	Small)	Binoculars
Insect Repellent	Multi-Purpose Tool	Prescription Medication,
Lip Balm	(Leatherman)	Vitamins and Aspirin
Sun Block	Toilet Paper	Cold Pack
5-50 Cord	Baby Wipes	Butane Lighter
Radio (Short-wave)	Chem Lights	Duct ("*100 mph*") Tape
Extra Batteries	Knife Sharpener	Bungee Cords
Sewing Kit	Sun Glasses/Goggles (with	Additional Personal Lock
Stove Fuel for Stove	Dust and Wind Protectors)	Games

RELIGIOUS SUPPORT EQUIPMENT

Chaplain Kit	Field Desk or Chaplain Logistical
Field Altar w/Hangings	Support Package (CLSP), pending
Field Chaplain Flag	fielding
Chaplain Supply Kit, Consummables	Missalettes
(as many as you need until resupply)	Field Hymnals
Port-a-Talk w/ Batteries	Tracks/Literature/*Daily Bread*
Extra Hymnal and Port-a-Talk	Standard Memorial Bulletin
Batteries (Not available in theater)	UMT Section Sign
Hymn Player	Sign for Service times
Matches	Hymn Chest

COMMUNICATIONS EQUIPMENT

Radio Set	
SOI	Electrical Tape
Technical Manuals (TM)	Red Tags to Mark Phone Line
MSE Telephone	Phone Wire
MSE Phone Book	Extra Radio Battery

WINTER PACKING LIST	
Winter Boots (1 pair)	Face Protection (1)
Winter Coat(s) (1-2)	Winter Glove w/ Inserts (1 pair)
Winter Pants (1)	Winter Blanket (1)
Winter Shirt (1)	Scarf (1)
Winter Socks (5 pair)	Deep Winter Suit (BEAR) (1 set, if
Winter Long Underwear (2 pair)	issued by the unit)
Wool Cap (1)	Mittens w/ Inserts (1 pair)

*These items can be packed either in the A or B bag,
based on needs for equipment and clothing.*

C BAG (DUFFEL BAG #2)

This bag will contain those items not required for immediate use.

NOTE ➤ Ensure you have a personal lock with two keys for each duffel bag.

SECTION III. WEAPON

WEAPON PACKING LIST	
Ammunition Magazines Sling	Cleaning Kit Lubricant

M16A2 FUNCTION CHECK STEPS

Perform function check on an M16A2, ensuring that the rifle operates properly with the selector switch in each position.

STEP 1 — Check an M16A2 with the selector lever in the SAFE position.

- Pull the charging handle to the rear and release it.
- Place the selector lever in the SAFE position.
- Pull the trigger (the hammer should not fall).

VEHICLE LOADING PLAN   To develop a usable vehicle loading plan, an itemized list of all the UMT section equipment is necessary. The vehicle loading plan is not a static display. A single loading plan does not work for all vehicles. The loading plan is a highly personalized plan. You should be able to get the item of equipment you need from the vehicle blindfolded without searching for it. If you can't, your vehicle load plan does not work.

VEHICLE LOADING PLAN — DEVELOPMENT STEPS

STEP 1 — Draw or obtain a scale diagram of the vehicle and trailer (if available) to be loaded.

STEP 2 — Determine where the various equipment items should be packed in the vehicle and trailer.

- Heavy equipment should be loaded first and centered as closely as possible over the axle(s).
- The remaining equipment should be neatly arranged in remaining spaces.
- Equipment that will be needed first should be loaded last to facilitate unloading. The chaplain kit should be within easy reach of either the chaplain or chaplain assistant during travel. The ruck sack, as well, should be readily available if the vehicle needs to be abandoned in an emergency situation.

STEP 3 — Draw a position on the diagram for each item of equipment.

STEP 4 — Load the vehicle and trailer according to the loading plan to ensure the plan will accommodate all section equipment and that the plan is "practical."

STEP 5 — When in garrison the UMT will periodically go through the extended load plan and mark items to be replaced or repaired.

SECTION V. OTHER EQUIPMENT ITEMS

OTHER PERSONAL EQUIPMENT TO CONSIDER

Flashlights	Coffee Pot	Foot Powder
Watch	Zip-Lock Bags (Large and	Extra Shoe Laces
Alarm Clock	Small)	Binoculars
Insect Repellent	Multi-Purpose Tool	Prescription Medication,
Lip Balm	(Leatherman)	Vitamins and Aspirin
Sun Block	Toilet Paper	Cold Pack
5-50 Cord	Baby Wipes	Butane Lighter
Radio (Short-wave)	Chem Lights	Duct ("*100 mph*") Tape
Extra Batteries	Knife Sharpener	Bungee Cords
Sewing Kit	Sun Glasses/Goggles (with	Additional Personal Lock
Stove Fuel for Stove	Dust and Wind Protectors)	Games

RELIGIOUS SUPPORT EQUIPMENT

Chaplain Kit	Field Desk or Chaplain Logistical
Field Altar w/Hangings	Support Package (CLSP), pending
Field Chaplain Flag	fielding
Chaplain Supply Kit, Consummables	Missalettes
(as many as you need until resupply)	Field Hymnals
Port-a-Talk w/ Batteries	Tracks/Literature/*Daily Bread*
Extra Hymnal and Port-a-Talk	Standard Memorial Bulletin
Batteries (Not available in theater)	UMT Section Sign
Hymn Player	Sign for Service times
Matches	Hymn Chest

COMMUNICATIONS EQUIPMENT

Radio Set	
SOI	Electrical Tape
Technical Manuals (TM)	Red Tags to Mark Phone Line
MSE Telephone	Phone Wire
MSE Phone Book	Extra Radio Battery

IMPORTANT PAPERWORK

MOI/OPORD	Military Maps and Overlays
TAC SOP	Local Maps
Unit SOP	Protractor
Religious Support Plan	Alcohol Map Pens

TENTAGE AND CAMOUFLAGE

GP Small w/ Liner (or equivalent)	Sledgehammer
Tent Poles	Camouflage Nets
Pegs	Camouflage Poles
Ropes	Spreader Attachments
Cover/Bags	Repair Kits

TENT FURNISHINGS

Space Heater	Folding Chairs
Lantern	Folding Cots
Folding Table	Extension Cords

OFFICE SUPPLIES

Notebook Computer w/ Printer	File Folders	Stapler w/Staples
Extra Toner or Printer Ribbon	Paper (Bond, Lined Writing, Letterhead)	Staple Remover
Computer Disks	Carbon Paper	Paper Clips
Pens, Black, Ball-point	3 x 5 and 5 x 8 Cards	Rubber Bands
Pencils (Grease & Lead)	Document Protectors	Easel w/Extra Pads
Markers (Felt Tip— Large and Small, Transparency)	Clip Board	Erasers
Tape (masking, clear, packing)	Correction fluid	Rubbing Alcohol
Scissors	Paper Towels	Highlighters
	Glue Sticks	Transparencies
	Envelopes	Calculator
	Posting (sticky) Notes	Labels
	Ruler	Acetate
		Toilet Paper

Logistics

SECTION I. CLASSES OF SUPPLY

CLASS	SUPPLIES
I	Subsistence and gratuitous health and welfare items.
II	Clothing, individual equipment, organizational tool sets and kits, tentage, hand tools, and administrative and housekeeping supplies and equipment.
III	Petroleum, Oils, and Lubricants: Petroleum fuels, lubricants, hydraulic and insulating oils,preservatives, liquid and gases, bulk chemical products, coolants, de-icer and antifreeze compounds, components and additives of petroleum and chemical products, and
IV	Construction materials, including installed equipment and all fortification and barrier materials.
V	Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuzes, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.
VI	Personal demand items such as candy, cigarettes, soap, and cameras (nonmilitary sales items).
VII	Major end items such as launchers, tanks, mobile machine shops, and vehicles.
VIII	Medical materiel, including repair parts peculiar to medical equipment.
IX	Repair parts and components, to include kits, assemblies, and subassemblies (repairable and nonreparable), which are required for maintenance support of all equipment.
X	Material to support nonmilitary programs such as agriculture and economic development (not included in Classes I through IX).
	Miscellaneous: Water, maps, salvage, and captured material.

SECTION II. ECCLESIASTICAL ITEMS SUPPLY LIST

Chaplain Supply Kit, Consumable
NSN 9925-01-326-2855 [This is a "refitted" Chaplain Supply Kit.]

Item Description	*Quantity*
Host, large, 50 per container	1
Host, small, 300 per container	1
Grape Juice, concentrate, sweetened, 4oz can	6
Wine, sacramental, 187 ml bottle	3
Communion cups individual, plastic	200
New Testament, Spanish	5
NIV Bibles	15
KJV Bibles	5
Bibles, Good News with Deuterocanonicals/Apocryhpha, TEV	5
Bibles Good News, TEV	5
Jewish Prayer Book	1
Jewish Holy Scriptures	1
Cross, Celtic, Christian	15
Rosary with instruction card	10
Book of Mormon	1
Koran	1
Cross, Triple Bar, Eastern Orthodox	10
Icons of Christ, Wallet Size	10
Field Immersion Baptismal Liner (Developmental Item)	1

Chaplain Kit, Christian, Combat, Assault
NSN 9925-01-305-3411

Chaplain Kit, Jewish, Combat, Assault
NSN 9925-01-326-2856

Chaplain Kit, Muslim, Combat, Assault
NSN (pending fielding)

SECTION III. FORCE PROVIDER

Force Provider is a deployable containerized base system that provides billets, showers and latrines, dining facilities, and laundry service as well as morale, welfare and recreation (MWR) facilities. The climate-controlled modules are designed for 550 soldiers each. Modules can be added to accommodate more soldiers at a base camp.

Designed to provide rest and refit for soldiers and to support theater reception, Force Provider also can serve as an intermediate staging base (ISB) or as a redeployment camp or base for peacekeeping, humanitarian, and disaster relief operations.

A Force Provider Quartermaster Company will set up the camp and provide command and control to run them. Camp assembly can also be done by contractor under the logistics civil augmentation program (LOGCAP).

The UMT will not need to set up the chapel tent or unpack the Chapel Set. A member of the UMT using the Force Provider Chapel must sign for all the equipment from the designated camp property book officer (PBO). In addition to signing for the chapel set, the UMT will sign for a TV, VCR, and public address (PA) system from the camp support operations section. The UMT hand receipt holder is responsible for all the Chapel Tent property until it is turned in to the PBO or transferred to another UMT.

| End of
Appendix L |
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Communications

SECTION I. TACTICAL COMMUNICATION

Army doctrine, established in FM 16-1, requires the UMT to be equipped with communications equipment that is compatible with the command channel equipment of its unit. This requirement is essential for the UMT to accomplish the religious support mission successfully.

The UMT maintains radio contact with its unit while performing its religious support missions. Monitoring communications channels allows the UMT to maintain situational awareness. Every member of the UMT must be proficient in proper communication procedures. The chaplain assistant is the primary radio operator and the chaplain is the alternate operator. For situation reports (SITREPS), tactical information, and casualty reports, the UMT monitors the appropriate radio net.

TACTICAL CONSIDERATIONS The extent to which a radio can be used in combat operations depends on the need for secrecy or surprise balanced against the urgency of communications. When surprise is important, radio operation is limited initially to those units already in contact with the enemy. When a unit is moving into an area prior to attack, it may be directed to maintain listening silence until the attack is launched.

When a unit is already occupying a sector from which it is to launch an attack, and its radio stations are in operation, it may be directed to maintain normal radio operations without a substantial change in traffic load until the attack is launched. If a unit is moved to another sector or is relieved by another unit, it may be required to provide dummy radio stations to continue operations until the attack is fully underway. Once

an attack is launched, special restrictions on radio operations are generally removed.

NOTE ➤ The locations selected to operate the radio should provide the best cover and concealment possible, consistent with good transmission and reception. Total cover and concealment may impair communications.

RADIO SITE CONSIDERATIONS

Use the following considerations when siting the UMT radio.

• Manpack sets have sufficiently long cordage to permit operation from a concealed position while the antenna is mounted in the best position for communications. The remotely controlled set can be set up in a relatively exposed position, if necessary, while the operator remains concealed.

• Antennas of all radio sets must be mounted higher than ground level to permit normal communications.

• Small tactical sets Single Channel Ground and Airborne Radio System (SINC-GARS) usually have whip antennas. These antennas are difficult to see from a distance, especially if they are not silhouetted against the sky. However, they have a 360-degree radiation pattern and are extremely vulnerable to enemy listening.

• Avoid open crests of hills and mountains. A position protected from enemy fire just behind the crest gives better concealment and sometimes provides better communications.

• All permanent and semi-permanent positions should be properly camouflaged for protection from aerial and ground observation. However, the antenna should not touch trees, brush, or camouflage material.

TECHNICAL CONSIDERATIONS   The reliability of radio communications depends largely on the selection of a good radio site. Since it is very difficult to select a radio site that satisfies all the technical, tactical, and security requirements during combat, UMT personnel should select the best available site. If the UMT cannot maintain good radio communication in the site selected, an alternative site should be used.

ADDITIONAL CONSIDERATIONS

Consider the following when positioning a vehicle-mounted or man-carried radio.

- Hills and mountains between stations normally limit the range. Select positions relatively high on slopes. Avoid deep ravines or cliff bases.
- Select positions that will allow line-of-sight communication. If possible, always avoid locations that provide the enemy with a jamming capability, visual sighting, or easy interception.
- Dry ground has high resistance and limits the range of the radio set. If possible, locate the station near moist ground. Water, and in particular salt water, greatly increases the distances that can be covered.
- Keep the antenna clear of all foliage and dense brush; but try to use available trees and shrubs for cover and concealment and for screening from enemy jamming. Trees with heavy foliage absorb radio waves; leafy trees have more of an adverse effect than evergreens.
- Avoid all types of pole wire lines, such as telephone, telegraph, and high-tension powerlines as well as positions adjacent to heavily traveled roads and highways.
- Locate in relatively quiet areas to enhance the opportunity for the listener to hear weak signals.

NOTE	Do NOT select a position in a tunnel, beneath a bridge or underpass.	Buildings located between radio stations hinder transmission and reception.	Do NOT locate the radio set near generators, battery-charging units, or another radio station.

SECTION II. RADIO-TELEPHONE OPERATOR (RTO) PROCEDURES

The tactical effectiveness of any communications equipment is no greater than the skill of its operators. UMT personnel must be well versed in the fundamentals of proper radio-telephone operator procedures to survive in combat.

OPERATING HINTS

Keep these in mind to help with radio communications.

- Use a handset or headset, rather than a loudspeaker, if the incoming signal is weak.
- If the radio is vehicle mounted, keep the engine running to charge the battery.
- Study the technical manuals for the equipment you are using. Poorly maintained equipment and improper operation can impede effective communications.
- Keep the radio set clean and dry, and handle it very carefully.

SPEAKING ON THE RADIO

To avoid confusion and errors while transmitting messages, special techniques for pronouncing letters and numerals are used. The phonetic alphabet (see Figure M-1) is used by the operator to spell difficult words, preventing misunderstanding for the receiving station.

The underscored portions in Figure M-1 indicate the syllables to be emphasized. Numbers are spoken digit by digit, but the words "Hundred" or "Thousand" are used for even hundreds and thousands.

For example, 84 is "AIT FOW-ER," 2,500 is "TOO FIFE HUNDRED," and 16,000 is "WUN SIX TOU-SAND." Date-time groups are always spoken digit by digit, followed by the time zone indication.

PROWORDS

Procedure words (PROWORDS) take the place of longer phrases and are used by the radio telephone operator to keep voice transmissions short and clear.

See Figure M-2 for PROWORDS

Phonetic Alphabet and Numerals

A	B	C	D
ALFA	**BRAVO**	**CHARLIE**	**DELTA**
(AL FAH)	(BRAH VOH)	(CHAR LEE)	(DELL TAH)
E	F	G	H
ECHO	**FOXTROT**	**GOLF**	**HOTEL**
(ECK OH)	(FOKS TROT)	(GOLF)	(HOH TELL)
I	J	K	L
INDIA	**JULIETT**	**KILO**	**LIMA**
(IN DEE AH)	(JEW LEE ETT)	(KEY LOH)	(LEE MAH)
M	N	O	P
MIKE	**NOVEMBER**	**OSCAR**	**PAPA**
(MIKE)	(NO VEM BER)	(OSS CAH)	(PAH PAH)
Q	R	S	T
QUEBEC	**ROMEO**	**SIERRA**	**TANGO**
(KEH BECK)	(ROW ME OH)	(SEE AIR RAH)	(TANG GO)
U	V	W	X
UNIFORM	**VICTOR**	**WHISKEY**	**XRAY**
(YOU NEE FORM)	(VIK TAH)	(WISS KEY)	(ECKS RAY)
Y	Z	1	2
YANKEE	**ZULU**	**ONE**	**TWO**
(YANG KEY)	(ZOO LOO)	(WUN)	(TOO)
3	4	5	6
THREE	**FOUR**	**FIVE**	**SIX**
(TREE)	(FOW ER)	(FIFE)	(SIX)
7	8	9	0
SEVEN	**EIGHT**	**NINE**	**ZERO**
(SEV EN)	(AIT)	(NIN ER)	(ZE RO)

Figure M-1 — Phonetic Alphabet and Numerals

proword	meaning
ALL AFTER	The portion of the message to which I have reference is all that which follows _____. *Continued on next page*

Figure M-2 — Prowords

proword	meaning
ALL BEFORE	The portion of the message to which I have reference is all that which precedes _____.
AUTHENTICATE	The station called is to reply to the challenge which follows _____.
BREAK	I hereby indicate the separation of the text from other portions of the message.
CORRECT	You are correct, or what you have transmitted is correct.
CORRECTION	An error has been made in this transmission. Transmission will continue with the last word correctly transmitted. An error has been made in this transmission (or message indicated). The correct version is _____. That which follows is a corrected version in answer to your request for verification.
DISREGARD THIS TRANSMISSION — OUT	This transmission is in error. Disregard it. (This proword shall not be used to cancel any message that has been completely transmitted and for which receipt or acknowledgment has been received.)
DO NOT ANSWER	Stations called are not to answer this call, receipt for this message, or otherwise to transmit in connection with this transmission. When this proword is employed, the transmission shall be ended with the proword "OUT".
EXEMPT	The addressees immediately following are exempted from the collective call.
FIGURES	Numerals or numbers follow. (Optional)
FLASH	Precedence FLASH. Reserved for initial enemy contact reports on special emergency operational combat traffic originated by specifically designated high commanders of units directly affected. This traffic is to be SHORT— reports of emergency situations of vital proportions. Handling is as fast as is humanly possible — objective is 10 minutes or less.

proword	meaning
FROM	The originator of this message is indicated by the address designation immediately following.
GROUPS	This message contains the number of groups indicated.
IMMEDIATE	Precedence immediate. The precedence reserved for messages relating to situations which gravely affect the security of national/allied forces or populace, and which require immediate delivery.
INFO	The addressees immediately following are addressed for information.
I AUTHENTICATE	The addressees immediately following are addressed for information. The group that follows it is the reply to your challenge to authenticate.
I READ BACK	The following is my response to your instructions to read back.
I SAY AGAIN	I am repeating transmission or portion indicated.
I SPELL	I shall spell the next word phonetically.
I VERIFY	That which follows has been verified at your request and is repeated. (To be used as a reply to verify.)
MESSAGE	A message which requires recording is about to follow. (Transmitted immediately after the call.)
MORE TO FOLLOW	Transmitting station has additional traffic for the receiving station.
OUT	This is the end of my transmission to you and no answer is required or expected. (Since OVER and OUT have opposite meanings, they are never used together.)
OVER	This is the end of my transmission to you and a response is necessary. Go ahead; transmit.

proword	meaning
PRIORITY	Precedence priority. Reserved for important messages which must have precedence over routine traffic. This is the highest precedence which normally may be assigned to a message of administrative nature.
READ BACK	Repeat this entire transmission back to me exactly as received.
RELAY (TO)	Transmit this message to all addressees (or addressees immediately following this proword). The address component is mandatory when this proword is used.
ROGER	I have received your last transmission satisfactorily.
ROUTINE	Precedence routine. Reserved for all types of messages which are not of sufficient urgency to justify a higher precedence, but must be delivered to the addressee without delay.
SAY AGAIN	Repeat all of your last transmission. [Followed by identification data means "Repeat _____(portion indicated.")]
SERVICE	The message that follows is a service message.
SILENCE	"Cease Transmission Immediately." Silence will be maintained until lifted. (Transmissions imposing silence must be authenticated.)
SILENCE IS LIFTED	Silence is lifted. (When an authentication system is in force the transmission lifting the silence is to be authenticated.)
SPEAK SLOWER	Your transmission is at too fast a speed. Reduce speed of transmission.

proword	meaning
THIS IS	This transmission is from the station whose designator immediately follows.
TIME	That which immediately follows is the time or date/time group of the message.
TO	The addressee(s) immediately following is (are) addressed for action.
UNKNOWN STATION	The identity of the station with whom I am attempting to establish communications is unknown.
VERIFY	Verify entire message (or portion indicted) with the originator and send correct version. (To be used only at the discretion of the addressee to which the questioned message was directed.)
WAIT	I must pause for a few seconds.
WAIT OUT	I must pause for longer than a few seconds.
WILCO	I have received your signal, understand it, and will comply. (To be used only by the addressee. Since the meaning of ROGER is included in that of WILCO, the two prowords are never used together.)
WORD AFTER	The word of the message to which I have reference is that which follows _____.
WORD BEFORE	The word of the message to which I have reference is that which precedes _____.
WORDS TWICE	Communication is difficult. Transmit (ring) each phrase (or each code group) twice. This proword may be used as an order, request, or as information.
WRONG	Your last transmission was incorrect. The correct version is _____.

UMT tips on voice radio

COMMUNICATING THE ARMY WAY

Transmission Security

(A) | Troubleshoot your equipment.

(B) Train every team member to be an operator —

Conduct team training.
Discipline your net usage rigidly.
Transmit using the lowest power and shortest antenna needed.

Leave your antenna down unless you're talking — up for talking, then down again.

(C) The "basics" of beating jamming —

Keep operating.
Adjust volume.
Repeat transmissions.
Change type antenna.
Relocate antenna.

Speak slowly.
Increase power gradually.
Authenicate
Change frequencies, if authorized.

(D) Doing it the "right" way.

Know exactly what you are going to say before you push to talk. Think your message out fully or write it down.
Use OPORD/TACSOP report format.
Use short call signs if you have positive commo. Use "long procedures" — call-signs — only when you have commo problems.

Use Army Prowords for exactly what they mean.
Break every 15 seconds for 5-7 seconds — let go of push to talk. A good message/order should take no more than 1 minute.
Use authorized OPS codes and authentication tables. Do not use homemade codes or codewords.

AND ...

If you receive an order, be prepared to challenge by authentication.

ALTERNATIVE COMMUNICATION TECHNIQUES

In response to the tactical situation, the UMT may employ alternative means of communication. These alternative practices lessen the UMT's "electronic signature" and avoid creating targets of opportunity for the enemy.

Examples of alternative means of communication.

- land-line telephone
- couriers
- visual signals
- message boards

SECTION III. SIGNAL OPERATION INSTRUCTION (SOI) USE

The Signal Operation Instructions (SOI) is a communications security (COMSEC) aid designed to provide transmission security. It limits and impairs enemy intelligence collection. This document becomes especially important to UMT operations when one considers that call signs and frequencies will change at least every 24 hours.

The chaplain should ensure that he/she has an assigned call sign in the SOI. If this is not the case, the chaplain must coordinate with the Communications-Electronics (CE) staff officer for assignment of a "spare" for UMT use. The CE officer should include the chaplain's call sign in the CE Annex of the OPLAN/OPORD.

When preparing to send a radio message a series of information must be collected from the SOI.

The SOI

The SOI is the "telephone directory" to locate names (call signs) and numbers (frequencies).

The SOI provides the organization of stations into nets, assigns call signs, designates Net Control Stations (NCS) and assigns frequencies. It also provides information on authentication and on changes to alternate frequencies.

Additionally, the security procedures that must be used by radio operators are included in the SOI supplemental instructions.

The SOI does not provide security for the content of messages; that security is provided by using approved cryptographic systems.

SENDING RADIO MESSAGES

Use the following sequence to send a radio message.

- ◆ Find your Item Number Identifier
- ◆ Find your call sign and the call sign of your Net Control Station (NCS)
- ◆ Find your frequency and the frequency of your NCS
- ◆ Authenticate
- ◆ Enter your command net
- ◆ Enter a net you do not normally operate in
- ◆ Send radio message

FINDING ITEM-NUMBER IDENTIFIERS

Unknown station call signs can be identified by use of the item-number identifier.

Use the following procedure to find your item-number identifier.

- ◆ Turn to the SOI index (Figure M-3). Find your unit's Item Number (in this example, your unit is 1-80 Infantry Battalion; your unit identifier is 8C).
- ◆ Turn to the Item-Number Identifiers section of your SOI/Extract (Figure M-4). Find the column for the time period you are in (Time Period 01). The time periods 1-10 are the column headings across the top of the sheet.
- ◆ Read down this time period column until you find the Item Number for your unit. Example: The Item Number for 1-80/ IN BN is 8C.
- ◆ Follow that line to the far left column of 2-letter identifiers. this is your item-number identifier for that time period — for Time Period 01, it is CF. You will use this identifier when entering a net in which you do not normally communicate.

FINDING THE CALL SIGN

Follow these guidelines to find the call sign for a given unit or element. Weapons Platoon, C Company, 1-80th Infantry Battalion is used for illustration.

> • Turn to the SOI index (Figure M-3) and read down the left-hand column (the Item column) until you find the unit (major headquarters) for which you are looking — in this case, 1-80 IN BN.
>
> • Look in the right-hand column (the Item Number column) to find the correct item number. In this example, 1-80 IN BN is Item Number 8C.
>
> • Turn to that item (each item has a page or pages). The Item Number 8C is found on the page shown in Figure M-4.
>
> • Determine the correct time period (i.e., day of the month; for example, "01" shown in Figure M-4). Using that time period (01) look under the left-hand column to find the unit's call sign (Weapons Plt, C Co, 1-80 IN BN is Z4N).
>
> • Find the suffix by reading down the column on the right-hand side of the page where you will find a limited listing of suffixes.
>
> • For this example, find the PLT/SEC/TM LDR suffix. Located in the right-hand column is the 2-digit suffix for the platoon leader, 44. You now have the complete 5-character call sign for the Weapons Platoon Leader, C Co, 1-80 IN BN (Z4N44).
>
> • The 1-80 IN BN Net Control Station call sign is Z6Z08 (1-80 IN BN, NCS/TOC/CP)

FINDING OPERATING FREQUENCIES

Follow this procedure to find operating frequencies. Weapons Platoon, C Company, 1-80th Infantry Battalion is used for illustration.

> • To determine the operating frequency look in the center column for the correct frequency (Figure M-7). The frequency for WPNS PLT, C CO, 1-80 IN BN is **34.85**.
>
> • The Net Control Station (NCS) frequency will be the CMD frequency of the unit parent headquarters in the SOI of the unit you want to contact.
> Example: The NCS frequency for the WPNS PLT, C CO, is **57.85** CMD.

KTV 1600C   (PROTECTIVE MARKING)   I
INDEX

ITEM   **ITEM NO**

INDEX   **2 of 5**   1

Figure M-3 — SOI Index

AUTHENICATION

Steps for performing the authentication follow, continuing the example.

- Get the KTC 1400 section of your SOI. See Figure M-5.
- Turn to the Set (page) for the time period your are using (01).
- The challenge is any two letters (except Z) selected at random. Example: CH
- Find the first letter of the challenge ("C") in the Line Indicator Column on the left of the page.
- Read to the right on that line to find the second letter ("H").
- Read the letter directly under the second letter ("L"). This is the correct reply to the challenge. If the first letter is "Y," read to the right on that line and since there is no line under it go to the top of the sheet in the same column to find the reply.   Example: For challenge "YR," the reply is "X."

SECTION IV. RADIO OPERATIONS

Correct Radio Procedures
The ability of UMT members to use the radio correctly to call in a Medevac request, give warnings, request supplies, ammunition, transportation, etc., may save lives and be crucial to mission accomplishment.

There are two types of net entries — entering your command net and entering a net you do not normally operate in.

ENTERING THE RADIO NET & MAKING A RADIO TRANSMISSION

Steps to enter your Command Net.

- The NCS will open the net. The unit will provide you with the times the NCS will open the net and require a net call. Each station enters the net in alphanumeric sequence (by call sign), authenticating and challenging as the net is opened.

Continued from previous page

Station	Call Sign
Net Call Sign for all units in Net.	Z6Z
Net Control Station (NCS).	Z6Z08
You — Wpns, Plt Ldr, C Co, 1-80 IN BN.	Z4N44
S-1.	R1L59

Respond to the NCS issuing a net call.

NCS   *ZULU SIX ZULU THIS IS ZULU SIX ZULU ZERO EIGHT — AUTHENTICATE CHARLIE HOTEL - OVER*

S-1   SIX ZULU ZERO EIGHT THIS IS ROMEO ONE LIMA FIVE NINE — I AUTHENTICATE LIMA - OVER

YOU   *ZULU SIX ZULU ZERO EIGHT THIS IS ZULU FOUR NOVEMBER FOUR FOUR — OVER (LAST STATION DOES NOT CHALLENGE THE NCS).*

NCS   ZULU SIX ZULU THIS IS ZULU SIX ZULU ZERO EIGHT — ROGER - OUT.

If a station does not respond within five seconds, the next station in turn will answer. The missed station(s) will go last.

Wait for remaining units, if any, to finish the net opening procedure.

• The next transmission from the NCS will tell you whether the net will be "free" (transmission without NCS permission) or "directed" (transmission requiring NCS permission). Permission is not required for the transmission of FLASH traffic.

in a free net —

NCS　ZULU SIX ZULU THIS IS ZULU SIX ZULU ZERO EIGHT - OUT

in a directed net —

NCS　ZULU SIX ZULU THIS IS ZULU SIX ZULU ZERO EIGHT - THIS IS A DIRECTED NET - OF WHAT PRECEDENCE AND FOR WHOM ARE YOUR MESSAGES?

Once the net is open, use abbreviated call signs.

● The next transmission from the NCS will tell you whether the net will be "free" (transmission without NCS permission) or "directed" (transmission requiring NCS permission). Permission is not required for the transmission of FLASH traffic.

E
X
A
M
P
L
E

If your **call sign** is Z4N44, your *abbreviated call sign* is Z44.

YOU　ZULU ZERO EIGHT THIS IS ZULU FOUR FOUR — ONE IMMEDIATE AND THREE ROUTINE - OVER.

Wait for the remaining units, if any, to finish.

● The NCS will then direct selected stations to transmit their traffic by order of precedence.

E
X
A
M
P
L
E

NCS　ZULU FOUR FOUR — THIS IS ZULU ZERO EIGHT. SEND YOUR IMMEDIATE, OVER.

● You then transmit your message as if you were in a free net.

ENTERING A RADIO NET
IN WHICH YOU DO NOT NORMALLY

Follow these guidelines to enter a radio net you do not normally use.

◆ Turn to the Quick Ref Major Subor Elms & Cbt Bns item of your SOI/extract. There are two sets - one for call signs (Figure M-6) and one for frequencies (Figure M-7).

Station	Call Sign
You — Wpns, Plt Ldr, C Co, 1-80 IN BN.	Z4N44
Person you want to call	X3W89
Distant Station (1-3 AR BN)	X3W08

◆ Look down the left-hand column of the Call Signs set to find the unit — 1-3 AR BN. Then look immediately to the right of the unit to find the call sign under the correct Time Period column.

1-3 AR BN under Time Period 01, the call sign is X3W.
(Figure M-6)

◆ Turn to the Frequencies set and repeat the procedures to find the frequency of the battalion command net. In a quick reference, the frequency listed will be the CMD frequency as well as the Net Control Station frequency.

1-3 AR BN under Time Period 01, the frequency is 46.25.
(Figure M-7)

◆ Set your radio to the frequency for the Net Control Station (NCS).

Respond to the NCS issuing a net call.

YOU   X-RAY THREE WHISKEY ZERO EIGHT THIS IS ZULU FOUR NOVEMBER FOUR FOUR - REFER TO CHARLIE FOXTROT —

> **NOTE** → **CF is the item number identifier for your unit.**

I HAVE TRAFFIC FOR X-RAY THREE WHISKEY EIGHT NINER — REQUEST PERMISSION TO ENTER YOUR NET — OVER.

NCS   ZULU FOUR NOVEMBER FOUR FOUR THIS IS X-RAY THREE WHISKEY ZERO EIGHT - AUTHENTICATE CHARLIE HOTEL - OVER.

YOU   X-RAY THREE WHISKEY ZERO EIGHT THIS IS ZULU FOUR NOVEMBER FOUR FOUR - I AUTHENTICATE LIMA - OVER.

- When the NCS grants permission to enter the net, find the call sign and frequency for the unit you want.
- Call the unit you want and send your message.
- After you finish sending your message, call the NCS and ask to leave the net. You should be required to authenticate.

SENDING RADIO MESSAGES

Following these procedures to send a radio message. A sample message is used for illustration.

```
ROUTINE
TIME 0102053 JAN 97
FROM Z44 TO E08
BREAK
UNCLASSIFIED
AT 1800Z PROCEED TO HONG KONG ARRIVE
16 MAY — BREAK — LOAD 1000 TROOPS FOR
RETURN TO NINGPO — OVER.
```

sample message

Nuclear, Biological and Chemical

SECTION I. INTRODUCTION

The UMT has two basic responsibilities in nuclear, biological, and chemical (NBC) defense. First, members must be proficient enough in individual survival techniques to protect themselves. Second, the team must be proficient enough in the operation of NBC equipment to continue the religious support mission effectively.

MOPP   Mission-Oriented Protective Posture (MOPP) gear provides protection against all known chemical agents. The Battle Dress Overgarment/Chemical Protective Overgarment (BDO/CPOG) is the MOPP suit itself. The "life" of the suit is determined by the chemical officer. MOPP gear does not protect against initial nuclear radiation nor the hazards of residual radiological contamination from induced gamma rays and nuclear fallout. Standardized MOPP levels (see Figure N-1) allow commanders to increase or decrease levels of protection. Because MOPP levels are standardized and all soldiers understand them, commanders can order increased or decreased protection without providing long explanations.

SECTION II. PREPARATION AND RESPONSE FOR A CHEMICAL OR BIOLOGICAL ATTACK

To prepare for a chemical or biological attack, follow these steps.

- ◆ Dress at the appropriate MOPP level. Ensure that all components of MOPP gear are present.
- ◆ Disperse all vehicles, supplies, and equipment. Cover equipment items with nonporous material if available or use dense foliage.
- ◆ Emplace the automatic chemical agent alarm system.
- ◆ Attach M9 chemical agent detector paper to vehicles and equipment.
- ◆ Store unpackaged food in sealed containers and keep all water in sealed containers.
- ◆ Inspect and prepare the portable decontamination apparatus and all decontaminating agents.

WARNING

Upon any indication of the presence of chemical or biological agents, go immediately into MOPP level 4.

In response to a chemical or biological attack, perform these steps.

- Stop breathing, put on your protective mask with hood, clear and check the mask. Do not fasten the hood—go immediately to NEXT STEP.
- Give the alarm — **Yell "Gas!"** then give the proper hand and arm signal for the danger.
- Take cover, using whatever is readily available to decrease the amount of agent contact.
- Conduct basic soldier skills. Decontaminate yourself and your equipment as necessary — skin contamination, personal wipe down, and operator spray down of equipment.
- Put on the MOPP gear gloves with liners. The idea is to get all skin covered. (The head and body are protected by the mask and overgarment.)
- Zip and fasten the overgarment parts and jacket. Secure the protective mask hood and then secure the overgarment to increase protection.
- Put on the MOPP gear overboots.
- Continue the UMT mission.

SECTION III. PREPARATION AND RESPONSE FOR A NUCLEAR ATTACK

In the time available, follow these steps to prepare for a nuclear attack.

- Select a position that will protect you from the blast and any thermal radiation effects. If a suitable position is not available, dig in and continue to improve the position in accordance with your unit's SOP.
- Disperse and/or dig in all vehicles, supplies, and equipment as time will permit. Cover them if possible.
- Turn off all electronic and communications equipment not required for use.
- If there is NBC monitoring equipment available, check to ensure it is operable.
- Keep trash and loose items to a minimum to avoid a fire hazard and to minimize the danger caused by flying debris.

Continued from previous page

- Cover all exposed skin by rolling down shirt sleeves, buttoning the jacket collar, and so forth.
- Cover your mouth and nose with a handkerchief or other cloth to protect your face and to prevent inhaling contaminated dust.

NOTE ➤ M17A1/M17A2 protective masks will NOT be used as dust respirators.

To respond to a nuclear attack — without warning, brilliant flash.

- At the flash of intense light, immediately drop to a prone, face-down, position and close your eyes.
- If in an armored, hatched vehicle, immediately drop down into the vehicle.

NOTE ➤ If you are in a wheeled vehicle, exit the vehicle.

- If time permits and before the arrival of the blast wave, turn your body so that you are in a head-on position with your head toward the blast.
- Stick your thumbs in your ears.
- Cover your face with your hands.
- Lie down flat and place your arms under your body.
- Tuck your head down into your shoulders; keep your helmet on and your face down.
- Stay down until the blast wave passes and the debris stops falling.
- Check for casualties and damaged equipment.

To respond to a nuclear attack — with warning.

- Find the best available shelter. If you are in an armored vehicle, stay there.
- Keep your clothes loosely fitted and wear your headgear at all times.
- Protect your eyes and minimize exposed skin areas.

NOTE Soldiers in foxholes can take additional precautions. The best position however, is on the back with knees drawn to the chest so that the more radiation-resistant arms and bent legs will protect the head and trunk.

♦ Stay in the shelter until the blast wave passes and the debris stops falling.

NOTE If soldiers are inside a shelter, they should use protective actions against the blast wave. Lying face down on the floor of the shelter offers some protection. Lying near a wall appears safer than lying away from walls.

When you recognize a Radiological Marker, follow this guidance.

♦ If you see a standard radiological contamination marker, notify your supervisor.
♦ Request crossing instructions if you must cross the contaminated area.
♦ Cross the area quickly by the shortest route. Make maximum use of shielding — remaining inside the vehicle and maintaining protective covering).

Following a nuclear attack — "post strike" — follow these steps.

♦ Assess the situation and damage promptly and take contingency actions quickly.
♦ Improve your cover.
♦ Prepare for fallout.
♦ Minimize fallout effects.

SECTION IV.   THE NBC 1 REPORT

NBC 1 OBSERVER'S INITIAL OR FOLLOW-UP REPORT

Instructions 1. Line items D and H are mandatory for NBC 1 reports.
  2. Line items A, E, G, I, K, L, M, S, Y, and ZA are optional for NBC 1 reports.
  3. Line items B, C, F, PAR, and PBR are reported if data is available.

Section I. Chemical or Biological Only	
A. Strike serial number, if known (assigned by NBC Center)	H. Type of agent and type of burst, if known (persistant — P, nonpersistent — NP).
B. Observer position (use coordinates or place).	I. Type and number of munitions or aircraft (state which).
C. Asimuth of attack from observer (measure clockwise from grid or magnetic north — state degrees or mils).	K. Description of terrain (bare, scrubby vegetation, wooded, urban, or unknown).
D. Date and time attack started (Zulu, local, or letter zone).	S. Date and time contamination detected (Zulu, local, or letter zone).
E. Time attack ended, if known.	Y. Representative downwind direction — 4 digits (state degrees or mils), wind speed — 3 digits (state kmph).
F. Location of attack (grid coordnates or place) (state actual or estimated).	ZA. Temperature (centigrade) — 2 digits, cloud cover 1 digit, significant weather phenomena 1 digit, air stability 1 digit.
G Means of delivery, if known (artillery, mortars, rockets, missiles, bombs, or spray).	ZB. Remarks.

Section II. Nuclear Only	
A. Strike serial number, if known (assigned by NBC Center)	H. Type of burst (state air, surface, or unknown).
B. Observer position (use coordinates or place).	J. Flash-to-bang time (seconds).
C. Asimuth of attack from observer (measure clockwise from grid, true, or magnetic north — state degrees or mils).	K. Crater diameter (meters), if known.
	L. Cloud width at H + 5 minutes (degrees or mils).
D. Date and time attack started (Zulu, local, or letter zone).	M. Cloud angle (top or bottom) or cloud height (top or bottom) at H + 10 minutes (state degrees, mils, meters, or feet).
F. Location of attack (use coordinates or place) (state actual or estimated).	PAR. Location of radioactive cloud outline (6 digit coordinate).
G. Means of delivery, if known (artillery, mortars, rockets, missiles, bombs, or spray).	PBR. Downwind direction of radioactive cloud (state degrees or mils).
	ZB. Remarks.

MOPP levels	equipment			
	OVERGARMENT	OVERBOOTS	MASK + HOOD	GLOVES
0	carried	readily available	readily available	readily available
1	worn	carried	carried	carried
2	worn	worn	carried	carried
3	worn	worn	worn	carried
4	worn	worn	worn	worn

Figure N-1 Mission Oriented Protective Posture (MOPP)

End of
Appendix N

RB 16–100
xx xxxxxxxx xxx xxxxxx

M a p
S y m b o l s
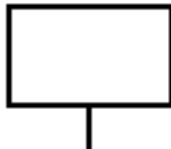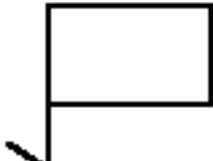
Within the following pages are basic unit size symbols, unit and branch symbols, and examples of typical symbols used on map overlays to designate tactical controls, fortifications and obstacles and mines.

Basic Unit Size Symbols

•	∅	••	•••
Squad	**Team/ Crew**	**Section**	**Platoon**

I	Company/Battery/Troop	☐	Present or Actual Location
II	Battalion/Squadron	◇	Enemy
III	Regiment/Group	⬚	Future or Projected Location
X	Brigade		
XX	Division		Location of Headquarters
XXX	Corps		
XXXX	Army		Precise Location of Headquarters

Basic Unit & Branch Symbols
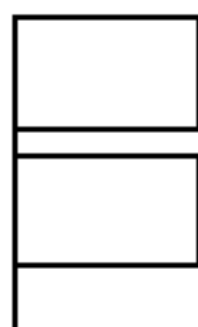
More than
one
Headquarters

EAD CSS

Supply

Group of
Units or
Installation
other than
a HQ
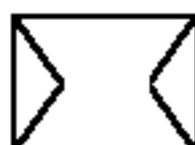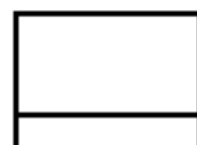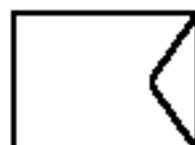
Corps Level CSS

Supply Train
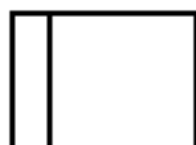
**Gun System
Equipped**
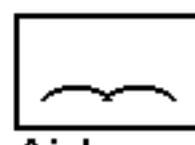
Airborne

**Mech or
Armor**

Air Assault
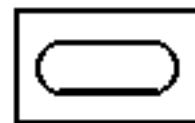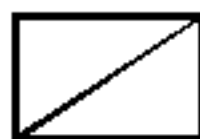
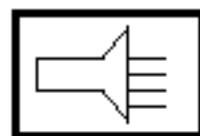**Reconnaissance**

Mortuary Affairs

Field Artillery

**Psychological
Operation (Civil Affairs)**

Engineer
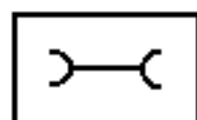
Continued from previous page
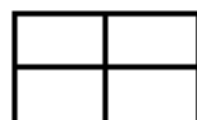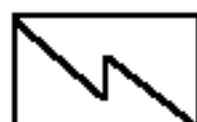
Infantry

Light Infantry

Hostile
Demonstration   MASS

Medical

Mech Infantry

Hostile
Refugees

Signal/
Communication

Air Defense

Amphibious
(Marines)

Maintenance

Aviation

Naval

Motorized
Infantry

OP/Outpost
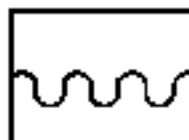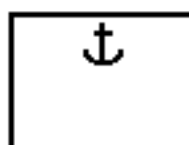
Unknown/
Neutral

MI   Military
Intelligence

R   Ranger

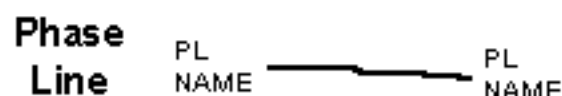Chemical

Arrest (Arrest
of Hostiles
by Friendly
MPs)

Bypass
Easy

Bypass
Impossible

SF   Special
Forces

Assault
Crossing
Area

Tactical Controls

Axis of Advance

Battalion Line   II

Line of Departure   LD ⊢———⊣ LD

Check Point   8

Point of Departure   PD

Start Point   SP

Release Point   RP

Coordinating Point   ⊗

Contact Point   3

Forward Line of Troops (FLOT)

Phase Line   PL NAME ——— PL NAME

Objective   OBJ RED

Mines

Unspecified

Anti-tank

Anti-personnel

Booby Trap
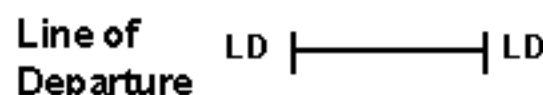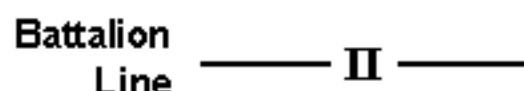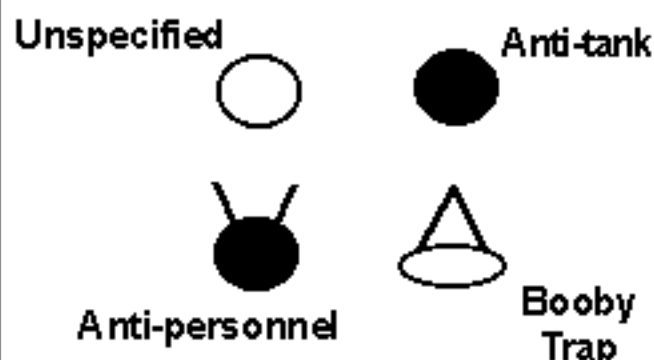
Fortifications & Obstacles

Fortified Line

Unspecified Wire Obstacles

Trip Wire

Obstacle Line

Single Concertina

ROAD

Road Block (Complete)
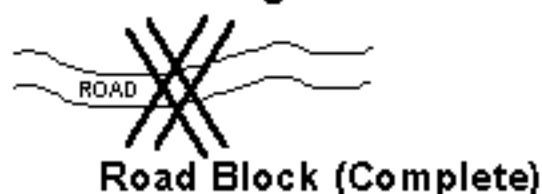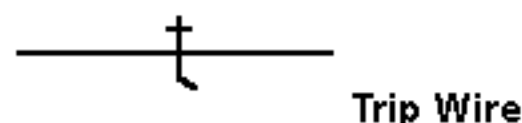
L a n d
N a v i g a t i o n

SECTION I. INTRODUCTION

The ability of the UMT to find its way from one location to another depends on its proficiency in land navigation. To land navigate, the Unit Ministry Team must possess the skills to use a map and compass, to determine grid coordinates on a map and to measure distance on a map.

SECTION II. USING A MAP AND COMPASS

Military maps have five standard colors.

BLACK	**manmade features**
BLUE	**water — lake, river, pond, etc.**
GREEN	**"significant" vegetation — woods, orchards, etc.**
BROWN	**all relief features, such as contour lines.**
RED	**manmade features classified by use — main roads, built-up areas, etc.**

DETERMINING GRID COORDINATES

Military maps are always read to the RIGHT AND UP. Four-digit coordinates locate a position to the nearest 1000-meter grid square. Six digits locates a position to the nearest 100 meters. Eight digits locate the point to 10-meters accuracy. Utilizing a coordinate scale "protractor" may assist in locating six digits and eight digits grid coordinates.

DETERMINING COORDINATES WITHOUT A PROTRACTOR

Refer to the north-south grid lines numbered at the bottom margin of any military map. Then read right to the first set of numbers before the desired grid. Then by referring to the east-west grid lines on either side of the map read up to the square that precedes the desired point. To locate the point in the square within 100 meters, mentally divide the square into tenths and estimate the distance from the grid line to the point using the RIGHT and UP method. Repeat the above step for an eight-digit grid coordinate.

DETERMINING COORDINATES WITH A PROTRACTOR

Identify the map's scale (such as: 1:50,000) by reading the upper left hand corner or the bottom center just above the bar scale on any military map. Place the appropriate protractor's scale zero-zero point at the lower left corner of the grid square. Slide the protractor to the right until the vertical line on the protractor dissects the desired point. Then read RIGHT and UP to obtain the grid coordinates.

SECTION III. LAND NAVIGATION

To navigate by compass from one point to another, use the following procedure.

- Determine the azimuth (direction) from your start point to finish point. Remember, azimuth is given in degrees in a clockwise direction: 90 degrees = east, 180 degrees = south, 270 degrees = west and 0 (or 360) degrees= north.

- Connect your start and finish points on the map with a drawn straight line.

- Use a protractor, positioned over the start point and read the azimuth indicated at the drawn line. This is the grid azimuth.

- Convert the grid azimuth magnetic azimuth by using the declination diagram in the map's margin.

- Use your compass to "shoot" the magnetic azimuth from your start point. Pick a terrain feature in the line of sight of the azimuth and move toward it. Make periodic compass readings and landmark checks to confirm your direction of movement.

- Confirm your location by comparing the area around you with the map.

GLOBAL POSITIONING SYSTEM

The GPS is a spaced-based radio navigation system designed to provide continuous, accurate worldwide coverage. Two types of GPS used by the Army are the Precision Lightweight GPS Receiver (PLGR) and the Small Lightweight GPS Receiver (SLGR).

Global **P**ositioning **S**ystem

The GPS allows you to find Plots, set Go To points, link ten Way-points, gives Time, Speed of travel. It is extremely accurate for all-weather operation.

To operate the PLGR or the SLGR —

♦ Ensure equipment has a power source.
♦ Check for COMSEC load (date/time group and grid). If not loaded, see the communication section for upload.
♦ Once COMSEC is loaded the GPS is now operational.

♦♦ Turn on by pressing the on/off button. Allow 10 minutes to update data.

♦♦ Use the menu button to locate additional functions needed.

♦♦ To find your current location press the LOC button.

UMT tips

MAP READING

ORIENTING THE MAP

When orienting a map with a compass, remember that the compass measures magnetic azimuths. The navigator must find the grid-magnetic (G-M) angle given in the declination diagram.

Align the compass with the north/south grid lines on the map. Then rotate the map and compass in the direction of the declination diagram.

If the arrow is to the left of the grid north, the compass reading equals the G-M angle of the diagram.

If it is to the right, the compass reading will equal 360° minus the G-M angle.

UMT tips

TRAVELING OVER LAND

PACE COUNT The average pace per 100 meters on level terrain is 116 and for cross-country is 148. Use a known 100 meter distance or a 600 meter course to find your pace count. On the 600 meters course count the paces it took for the course and then divide the total by 6 to get the average for 100 meters cross-country.

Night pacing is achieved with smaller steps. You should pace at night a predetermined course to obtain your pace count over both types of terrain.

Tracking your distance while traveling is achieved in several ways.

⬥ Put a pebble in your pocket every time you have walked 100 meters according to your pace count.

⬥ Tie knots in a string or use pace beads and strings.

NOTE Do not try to remember the count; always use one of the methods listed above, or design your own method.

UMT tips

TRAVELING OVER LAND

BYPASSING OBSTACLES When bypassing small obstacles such as trees, boulders, and ditches, etc., alternate the direction in which you bypassed the obstacle. For example, in walking through a heavily wooded area, begin bypassing the trees to the right, then bypass trees to your left, etc. Every 100 meters reconfirm your azimuth and direction of travel.

For large obstacles such as a cliff, rock quarry or impassable terrain, always turn in full 90° "right" angles either left or right to bypass the obstacle until you are back on your previous azimuth. See Figure P-1.

Example — Starting Azimuth is 360°. To bypass lake, turn 90° and pace distance beyond edge, 90° pace in original heading, 90° back toward original line of travel for same distance (250 M), then 90° turn to resume original course — 360°.

AZ 360

N

AZ 270
250 M

AZ 360
150 M

AZ 090
250 M

AZ 360

Lake

Make a detour around an obstacle by making a series of 90-degree turns until the obstacle is bypassed.

Figure P-1 Bypassing an Obstacle

UMT tips

COMPASS NAVIGATION

USING A COMPASS Magnets, metal objects and electrical sources can affect the accuracy of a compass, therefore avoid using a compass in close proximity of these items. The size and output of the equipment or item determines how far you must stay away to obtain an accurate azimuth.

Check your compass for accuracy using a predetermined azimuth/course (surveyed azimuth) periodically.   If the compass varies by three or more degrees, plus or minus, it should not be used.

End of
Appendix P

RB 16–100

Movement

Appendix

Q

SECTION I. MOVEMENT IN THE AREA OF OPERATIONS

The UMT cannot expect unlimited movement around the battlefield without exposure to reasonable risks. Consider all movements as possible movements to contact. Movement usually comes in two types: hasty and deliberate movement. Both types have a planning requirement and some type of link-up procedures to eliminate battlefield wandering.

The UMT will normally be based at the Battalion Aid Station (BAS). The chaplain assistant must track the battle to help determine when the majority of the wounded have been evacuated. The chaplain must determine if the priority of effort is to stay at the BAS or move. Prior to any movement in the area of operations, Risk Management tools must be applied (See Appendix I).

SECTION II. TECHNIQUES TO DECREASE RISK

- Make a map reconnaissance of the primary and alternate route.
- Make the return route different from the route to the objective.
- Check with S3 and S2 to determine friendly and enemy situations.
- Check the Engineer matrix to determine obstacle locations. Note the locations and closure times of any friendly minefields.
- Coordinate the movement plan with the S1 and inform the Medical Platoon Leader and the intended unit. Use the memory device "GO TWA"

     Going — where the team is going

     Others — who is going with the UMT.

     Time — how long the team will be gone and time to reach unit.

     What — what to do if the team does not return within time limit.

     Actions — actions the team will take to affect communication.

UMT tips

MOVING ABOUT THE AO

Restrict independent daytime and lateral movements on the battlefield.

Move with units and soldiers in hardened (armored) vehicles or in convoys and utilize night vision devices.

Restrict radio transmissions, but stay in contact with battalion via the Logistical Net, or by phone, upon arrival and departure of each site.

Security. Always provide 360-degree security.

SECTION III. SECURITY DURING DISMOUNTED MOVEMENT

- Use the proper movement formation and technique. Always maintain cohesion.
- Moving as fast as the situation will allow. This may degrade the enemy's ability to detect your movement, amount of personnel and effectiveness of fires.
- Move along terrain that offers cover and concealment (OCOKA). See Figure 4-3.
- Enforce noise and light discipline.
- Use proper camouflage techniques.

SECTION IV. SECURITY DURING MOUNTED MOVEMENT

- Protection — Sandbag the bottom/floor of the vehicle to protect against mines.
- Observation — Remove canvas, bows, and doors (if not bulletproof) to allow 360-degree observation and rapid dismount.
- Inspection — Inspect vehicle for readiness. Pre-Combat Inspection (PCI).
- Loading — Cross load personnel for maximum cover and observation, secure lose equipment, protect flammables.
- Rehearsals — Rehearse immediate action to enemy contact.
- Air guards — Designate an air guard(s), if feasible.
- Always combat park (facing out).
- Utilize dismounted technique when applicable.

SECTION V. DANGER AREAS

A danger area is any place where it is estimated that friendly forces might be exposed to enemy observation, fire, or both. Always try to avoid such danger areas. If you must cross a danger area, then do so quickly with great caution.

Types of Danger Areas and Crossing Procedures

Open areas. Conceal the team on the near side and observe the area. Choose shortest exposed distance and send a member (normally the chaplain assistant) to secure the far side.   Other element(s) cross as quickly as possible.

Road and trails. Cross roads or trails at or near a bend, a narrow spot, or on low ground.

Villages and Enemy positions. Bypass when possible. If not feasible, pass on the downwind side and well away from them. Avoid all animals especially dogs. Be alert for trip wires and warning devices.

Minefields. Bypass minefields if at all possible — even if it requires a great change in the route and distance traveled.   Clear a path through minefield only if necessary.

Streams. Select a narrow spot that offers concealment on both banks. Observe the far side carefully. Emplace near and far-side security if possible for early warning. Clear and secure crossing site of the far-side, then other elements cross rapidly but quietly.

Wire obstacles. Avoid wire obstacles (the enemy covers obstacles with observation and fire, direct and/or indirect).

End of
Appendix Q

R B 16–100

React to Contact

SECTION I. REACTING TO HOSTILE CONTACT

Steps to take when contact is made with hostile individuals.

- Soldiers immediately take up the nearest covered positions and return fire in the direction of contact.
- Soldiers in the center of the perimeter, take cover and scan for the enemy's position and the number of enemy.
- Maintain contact with the soldiers to the left and right, if applicable.
- Report enemy position(s) to leaders.

SECTION II. REACTING TO FLARES

Steps to take when *Ground* Flares illuminate your position.

- When caught in the light of a ground flare, move quickly out of the area by utilizing the shortest route.
- Do not move until flare is exhausted.
- Do not fire unless fired upon and the enemy's position is identified.

- When outside the area, move well away from the lighted area and simultaneously looking for friendly and enemy positions.
- Keep one eye closed and scan with the other, to protect your night vision.

Steps to take when *Aerial* Flares illuminate your position.

- When moving and an aerial flare is fired, hit the ground (behind cover if possible) before it illuminates.
- Where it is easy to blend in with the background (wooded) and you are caught in the light, freeze in place.
- Do not move until the flare is extinguished.

- When in an open area or crossing an obstacle and caught by the light of the flare, immediately crouch low or lie down.
- Keep one eye closed and scan with the other, to protect your night vision.
- Do not fire unless fired upon and the enemy's position is located.

SECTION III. REACTING TO DIRECT FIRE.

Steps to take when exposed to Direct Fire.

Dismounted

- Soldiers immediately take up the nearest covered positions and return fire in the direction of contact.
- Move using a woodline or other terrain feature to mask your movement, utilizing either the low crawl, high crawl or the rush.
- Select your next covered position prior to beginning your rush.
- Do not hit the ground in the open just because three to five seconds are up.
- Assess the situation. Fight, if you must, or break contact if possible.
- Alert the leaders of the unit, if applicable.

Steps to take when exposed to Direct Fire.

Mounted

- Use the terrain to mask movement.
- Move quickly between protected positions so the enemy cannot bring fire on your vehicle.
- Utilize the "zigzag" technique to move from cover to cover.
- Return fire when possible while maneuvering.
- Break contact if possible.
- If needed, dismount when the terrain no longer provides protection.

SECTION IV. REACTING TO INDIRECT FIRE.

Steps to take when exposed to Indirect Fire.

Dismounted

- Immediately take cover or move out of the impact area.
- If in a well-protected defensive position, remain in place until firing has stopped.

Steps to take when exposed to Indirect Fire.

Mounted

- Quickly get out of the impact area.
- Do not seek cover, because in doing so you might get pinned down.
- Use the clock system to break contact and to maintain control. If contact is not broken, continue this action until contact is broken.
- While breaking contact, be alert for enemy ambushes.

REMEMBER

A moving target is more difficult to hit than a stationary target.

SECTION V. REACT TO CONTACT IN A URBAN AREA

Steps to follow when reacting to urban area contact.

- Do not silhouette yourself, stay low and avoid open area such as streets and alleys.
- Select your next covered position before moving.
- Conceal your movement by using smoke, building, rubble, or foliage.
- Move rapidly from one position to another.

- If under direct enemy fire, return fire and seek cover.
- Assess the situation, locate enemy position and alert the unit leader(s).
- Break contact.
- When mounted, dismount only as a last result.

UMT tips

CONTACT REMINDERS

Cover — Gives protection from bullets, fragments of exploding rounds and flame. It also conceals you from enemy observation.

Concealment — Is anything that hides you from the enemy observation. However, it does not protect you from enemy fire.

Zigzag — Moving left to right or right to left to decrease the enemy's ability to site his weapon on you.

Survival

SECTION I. INTRODUCTION

As a member of the UMT, you can expect to be sent to any area of the world to help accomplish the religious support mission. Areas of operation can be in temperate, tropical, arctic or subarctic regions. Some times you will be aided by an immediately available supply source. At other times you may find your team in a remote area with most of your support packed on your back or carried in a vehicle.

Survival situations present life-and-death circumstances for which there rarely is time to prepare. Survival depends upon already-learned skills, self confidence, team work and keeping your wits about you — staying calm and using common sense.

A few tips are provided in this appendix to help stimulate thinking on *surviving* a survival situation. Also, refer to Appendix I, Risk Management Tools.

TECHNIQUES TO DECREASE RISK

- Make a map reconnaissance of the intended route.
- Check with S3 and S2 to determine friendly and enemy situations.
- Check the Engineer matrix to determine obstacle locations. Note the locations and closure times of any friendly minefields.
- Coordinate the movement plan with the S1 and Medical Platoon Leader, noting estimated time of return.
- Restrict independent daytime movements.
- Restrict lateral movements on the battlefield
- Move with units and soldiers in hardened (armored) vehicles or in convoys.

Continued from previous page

- At night, move with units or small elements that have night vision devices.
- Restrict radio transmissions, but stay in contact with battalion via the Logistical Net, or by phone upon arrival and departure of each site.
- Avoid exposing your position, stay off roads and follow woodlines whenever possible.
- Use good tactical movement techniques when exposed to enemy fire.

SECTION II. NOISE AND LIGHT DISCIPLINE TECHNIQUES

The UMT should follow the basic guidelines for effective noise and light discipline.

- Eliminate any shiny metal and reflective surfaces in the area.
- Eliminate noise, especially at night. Noisy equipment, such as generators, should be dug in or sandbagged.
- Incorporate camouflage screening into existing treelines and prominent terrain features.
- Close all tent openings at night when the interior of the tent is lighted.
- Drive during night time with vehicle night lights only; red filters should be used on all flashlights.
- Position all tents in locations that reduce the risk of observation by enemy aircraft.
- Hide heat-generating equipment, such as generators, behind terrain features to minimize thermal detection.
- Ensure that vehicles follow a track plan so that they do not widen roads unnecessarily and do not cut corners. Vehicles should not be driven across open areas where tracks will be left behind for enemy observation.

SECTION III. CAMOUFLAGING UMT PERSONNEL AND EQUIPMENT

Camouflage skill is vital to combat survival, and UMT personnel must be proficient in camouflaging themselves and their equipment. This section outlines basic camouflage principles.

In choosing natural materials for use as camouflage, the area's major background colors (green for jungle, brown for desert, white for snow, etc.) should be identified. Similar colored materials should be utilized in the appropriate areas of operation.

Survival may depend on rapid displacement which will necessitate rapid removal of camouflage. Practice in erecting and breaking down camouflage screening systems and nets increases proficiency and speed in performing these tasks.

SKIN & UNIFORM	Paint exposed areas (face, neck and hands) with camouflage paint sticks in uneven patterns. Darken high points of chin, nose and cheekbones.

C a m o u f l a g e   G u i d e

camouflage material	**Your skin color is light or dark skin**	**Shine Areas: Forehead, cheekbones, nose & chin**	**Shadow areas: under eyes, under nose, & chin**
Loam and Light Green	all troops use in areas w/dark green vegetation	use Loam	use Light Green
Sand & Light Green	all troops use in areas lacking dark green vegetation	use Light Green	use Sand
Loam & White	all troops use only in snow covered terrain	use Loam	use White
Dark charcoal or Lamp Black	all troops use if camouflage sticks not available	USE	DO NOT USE
Light Color Mud	all troops use if camouflage sticks not available	DO NOT USE	USE

SHINY ITEMS	Darken or cover belt buckles, boots, watches, and other shiny personal and uniform items.
EQUIPMENT	Break up the overall outline of the item with uneven patterns; cover any shiny components. Disrupt profiles of weapons and field gear using burlap strips, leaves, and branches.
TENTS & VEHICLES	Hide under natural vegetation or within natural shadows when stationary. Use camouflage screening in combination with natural vegetation.

Remember the acronym **B L I S S**

B — blend in with surroundings

L — low silhouette

I — irregular shape

S — secluded location

S — small

UMT tips

TRACK PLAN

Ensure that vehicles follow a track plan so that they do not widen roads unnecessarily and do not cut corners. Vehicles should not be driven across open areas where tracks will be left behind for enemy observation.

Whenever faced with a survival situation, remember the acronym **S U R V I V A L** .

S U R V I V A L

Size up your situation, surroundings, physical condition, and equipment. Conceal yourself from the enemy. Security is THE priority. Determine the layout of the area. Check for wounds; give yourself first aid. Check equipment you have and its condition. Remember your basic physical needs — water, food, and shelter.

Use all your senses. Consider all aspects of your situation before you make a decision or a move.

Remember where you are. Spot your location on your map and relate it to the surrounding terrain. Constantly orient yourself.

Vanquish fear and panic. You must not react to your feelings and imagination instead of to your situation.

Improvise. Take a tool designed for a specific purpose and see how many other uses you can make of it.

Value living. When faced with a survival situation, inconveniences, discomforts and stresses are common. Stubbornness, a refusal to give in to problems and obstacles that face you, will give you the mental and physical strength to endure.

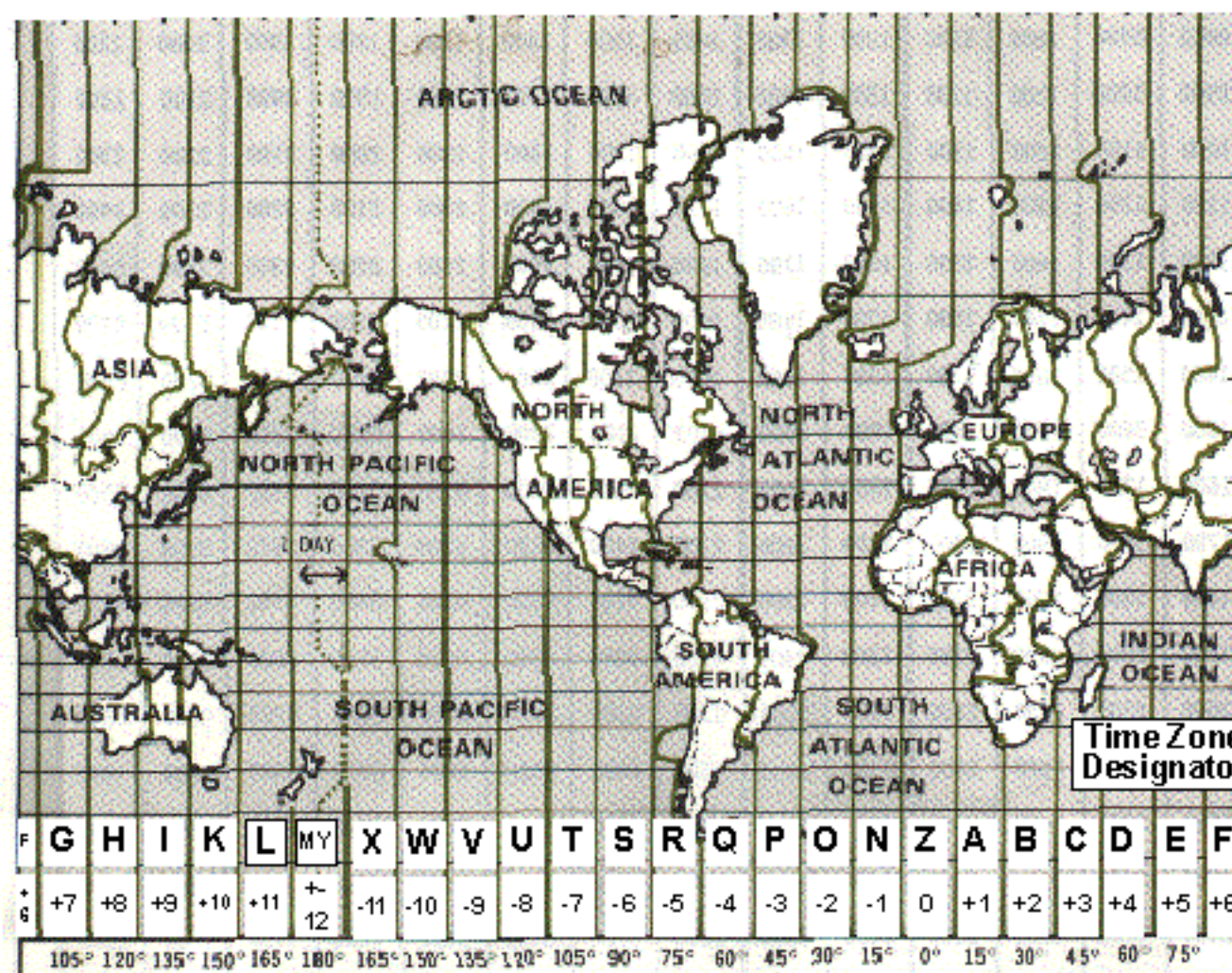**A**ct like the natives. Watch how the people go about their daily routine. When and what they eat. When, where and how they get food and water. When do they usually go to bed and get up. Such information is important when you are trying to avoid capture.

Live by your wits and learn basic skills. You need to know about the environment where you are and must practice basic skills geared to that environment.

Time Zones

Time Zone
Designator

F	G	H	I	K	L	MY	X	W	V	U	T	S	R	Q	P	O	N	Z	A	B	C	D	E	F
+6	+7	+8	+9	+10	+11	+-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6

105° 120° 135° 150° 165° 180° 165° 150° 135° 120° 105° 90° 75° 60° 45° 30° 15° 0° 15° 30° 45° 60° 75°

**Hours
plus or minus of
Greenwich Mean Time**

Climatic Injuries

SECTION I. HOT WEATHER

As a rule of thumb, two weeks are required to adjust to humidity and extreme heat. If time for acclimatization cannot be provided, supervision and the buddy system become more important.

The following chart is a guideline for minimal acclimatization:

DAY	Less than 80° WBGT*	More than 80° WBGT
1		
2	2 hours**	2 hours**
3	3 hours	3 hours
4	4 hours	4 hours
5	6 hours	5 hours
6	Regular Duty	6 hours
		Regular Duty

* WBGT = Wet Bulb Globe Temperature

** Total hours of work. Hours should be evenly divided between morning and afternoon.

WATER CONSUMPTION AND SALT LOSS

In extreme heat, the body is cooled by sweat. Since sunburn inhibits sweating, every precaution must be taken to prevent sunburn. Common sense dictates maximum use of shade, sunscreen, and/or clothing that covers as much exposed skin as possible.

WARNING

When the body loses water it also loses salt. Salt should be replaced by normal consumption of food. DO NOT use salt tablets.

An individual may lose more that 1 quart of water per hour through sweating. Water loss must be replaced by frequent intake of small amounts of water. Water should be sipped, not gulped.

Do not conserve water, life will not be appreciably increased by rationing limited quantities of water. Soldiers must drink even when they are not thirsty! **Thirst is not an adequate indicator of dehydration.**

The following chart is a guideline for water requirements.

WATER REQUIREMENTS GUIDELINE

		Quarts per person per day for drinking at a WBGT* reading of —	
Activity	**Typical Duties**	**Less than 80°**	**More than 80°**
Light	Desk work, guard work, operating radio	6	9
Moderate	Route march on level ground, tank operations, forced march	9	12
Heavy	Forced march, route march with heavy load/MOPP, digging in position	12	15

* MOPP and/or body armor adds 10° to the measured WBGT.

Following these requirements will not necessarily prevent dehydration. Dark urine is an indicator of dehydration. Alcohol and soft drinks are not substitutes for water. Alcohol exacerbates dehydration, and soft drinks are not absorbed as rapidly as water into body tissue. Soft drinks containing salts (e.g. Gatorade™) may increase an individual's water requirements.

H E A T	*Cramps*	Imbalance of chemicals (electrolytes) that results in excessive sweating.
	Exhaustion	Loss of water by sweating without adequate fluid replacement.
	Stroke	Failure of the body's cooling mechanisms due, in part, to inadequate sweating.

HEAT INJURY — FIRST AID

Symptom	First Aid Steps

Heat Cramps

Muscle cramps — arms, legs, abdomen Excessive sweating Thirst	Move casualty to cool, shady area. Improvise needed shade. Loosen casualty's clothing Have casualty drink at least one canteen — water only. Monitor casualty and & give more water as tolerated. Seek medical aid if cramps continue.

Heat Exhaustion

Heavy sweating. Pale, moist, cool skin. Headache, weakness, dizziness. Loss of appetite, heat cramps. Nausea, with/without vomiting. Chills — "gooseflesh." Rapid breathing, confusion. Tingling of the hands/feet. Irritability.	Move casualty to a cool, shady area. Improvise shade. Loosen or remove the casualty's clothing and boots unless in a chemical environment. Pour water on and fan the casualty. Have the casualty drink cool water. Evacuate.

Heat Stroke

Hot, dry skin. Headache, dizziness. Nausea — stomach pains. Confusion, weakness. Loss of consciousness. Seizures. Weak, rapid pulse and breathing.	Medical Emergency — must evacuate immediately. Start cooling measures immediately. Move casualty to cool, shady area — improvise shade. Immerse in cool water or pour cool water on casualty. Fan casualty. Elevate casualty's legs. Have casualty, if conscious, slowly drink at least one canteen — water only.

Evacuation { Call Medevac, 911, Range Control to evacuate casualty.
DO NOT attempt to transport casualty yourself.
Continue required first aid until relieved by medics.

NOTE ▷ Soldiers who are overweight, dieting, taking medication, or past heat casualties are more prone to heat injuries. As such, their activities must be closely monitored.

Leaders should perform the following —

- Enforce hydration and monitor water use.
- Provide cool water when possible.
- Enforce work/rest cycles.
- Watch for signs of heat injury (know what they are).
- Know individual physical condition and assign appropriate work.
- Establish and ensure use of the buddy system.

SECTION II. COLD WEATHER

All too often we focus on recognizing and treating cold-weather injuries. However, the more important issue is preventing them. Consequently, first-line leaders should be trained on the precautions and supervisory responsibilities to prevent cold injuries.

Taking precautions against cold weather

Supervisor's responsibilities

Enforce the buddy system.

Check soldiers for proper dress (gloves; loose, layered clothes).

Never allow a soldier to unnecessarily wear wet clothing.

Require soldiers to change socks regularly.

Identify and closely monitor personnel who have previously suffered a cold-weather injury; they are more susceptible.

Do not allow personnel to sleep in confined areas with portable heaters without adequate ventilation.

Understand that wind decreases the temperature.

Enforce the requirement to hydrate; remember, thirst is not a reliable indicator of the need for water.

Continued from previous page

Do not allow personnel to sleep in confined areas with engines running (e.g., tanks, HMMWVs, commo vans, and APCs).

Provide fire guards in sleeping areas, and brief them on the symptoms of carbon monoxide poisoning.

Camouflage prevents detection of cold injuries; not recommended below 10°F.

Ensure proper hygiene is practiced.

wind chill chart

Actual Temperature in Degrees Fahrenheit

WIND SPEED (in MPH)	50	40	30	20	10	0	-10	-20	-30	-40	-50	-60
Equivalent Chill Temperature (°F)												
calm	50	40	30	20	10	0	-10	-20	-30	-40	-50	-60
5	48	37	27	16	6	-5	-15	-26	-36	-47	-57	-68
10	40	28	16	3	-9	-21	-33	-46	-58	-70	-83	-95
15	36	22	9	-5	-18	-32	-45	-58	-72	-85	-99	-112
20	32	18	4	-10	-25	-39	-53	-67	-82	-96	-110	-124
25	30	15	0	-15	-29	-44	-59	-74	-89	-104	-118	-133
30	28	13	-2	-18	-33	-48	-63	-79	-94	-109	-125	-140
35	27	11	-4	-20	-35	-51	-67	-82	-98	-113	-139	-145
40	26	10	-6	-22	-37	-53	-69	-85	-101	-117	-132	-148

wind speeds greater than 40mph have little additional effect

Little Danger

In less than 5 hours with dry skin. Greatest hazard from false sense of security.

Increasing Danger

Exposed flesh may freeze within 1 minute

Greatest Danger

Exposed flesh may freeze within 30 seconds.

For snow blindness, have victim rest in dark area with eyes covered with cool, wet bandages until evacuated.

Cold weather is often accompanied by winds and low humidity.

When using cold-weather clothing, remember C-O-L-D:	keep it — **C**lean avoid — **O**verheating wear it — **L**oose in layers keep it - **D**ry

RECOGNIZING COLD WEATHER INJURIES

All leaders should be skilled at recognizing the most common cold weather injuries that occur. As important as recognition is, however, enforcing prevention is even more important.

✍ common cold weather injuries

Frostbite   Caused by freezing of tissue, normally due to exposure below 32°F, Seek treatment even if suspected.

Symptoms: Loss of sensation in affected area; tingling, blistered, swollen, or tender areas; pale yellowish, waxy-looking skin (grayish in dark-skinned soldiers); or frozen tissue that feels wooden to the touch.

First Aid: Warm the affected area with direct body heat. Do not massage, rub, wet, use ice or snow, or expose the affected area to fire, stove, or other source of intense heat. Do not return victim to cold environment until medically evaluated.

Chilblain   Caused by repeated exposure of bare skin for a prolonged period to temperatures from 20°F to as high as 60°F for those not acclimated to cold weather.

Symptoms: Swollen, red skin (darkening of skin in dark-skinned soldiers); tender, hot skin usually accompanied by itching.

First Aid: Same as Frostbite.

Continued from previous page

Immersion Foot (Trench Foot)

Caused by prolonged exposure of feet to wet conditions at temperatures between 32°F and 50°F. Inactivity and damp socks and boots (or tightly laced boots that impair circulation) speed the onset and severity.

Symptoms: Cold feet, which may become numb; feet may later feel hot with shooting pain. There may also be swelling, redness, and bleeding.

First Aid: Rewarm feet by exposing to warm air; evacuate victim for medical attention. Do not massage, rub, moisten, or expose affected area to ice or intense heat.

Dehydration

A depletion of body fluids, dehydration is as common in cold weather as in hot weather.

Symptoms: Nausea, dizziness, weakness, and blurred vision.

First Aid: Enforce hydration.

Hypothermia

A life-threatening situation caused by prolonged cold exposure and body-heat loss. This may occur at temperatures well above freezing, especially when a person is immersed in water.

Symptoms: Shivering stops; drowsiness, mental slowness, lack of coordination, unconsciousness; irregular heartbeat.

First Aid: Strip off wet clothing; wrap victim in blankets or put in sleeping bag; get victim to heated location; evacuate to medical facility.

Carbon Monoxide

A poisonous gas most commonly generated by exhaust fumes from vehicles or other internal-combustion engines.

Symptoms: Headache, weakness, dizziness, blurred vision, nausea, vomiting, unconciousness.

First Aid: Move personnel to fresh air, summon medical assistance, and administer artificial respiration if required.

SECTION III. OVEREXPOSURE TO SUN AND WIND

Exposure of unprotected skin and eyes to sunlight may cause sunburn and snow blindness. The threat of sunburn and snow blindness depends on the intensity of sunlight, not the air temperature. Snow, ice, and lightly colored objects reflect the sun's rays, increasing the potential for injury.

Sunburned skin will appear reddened (darkened in skin on dark-skinned soldiers), hot to the touch, possibly swollen and blistered, and will be painful. Prevent further exposure. Treat mild sunburn, windburn and chapping with moisturizing lotions, and aspirin or Tylenol™. Evacuate for medical treatment if large areas of skin are injured or blistered. Solar radiation can "sunburn" unprotected eyes resulting in snow blindness. Sunburned eyes are painful. There is often a gritty feeling, profuse tearing, blurred vision and headache.

UMT tip	
S U N PROTECTION	Using alcohol-free sunscreen which contains para-amino benzoic acid (PABA) or other chemicals capable of blocking ultraviolet radiation (at least 15 Sun Protection Factor), lip balm, and covering exposed skin will prevent most sunburns. The use of protective eyewear such as polarized sunglasses or goggles that block at least 90% of ultraviolet radiation helps to prevent sun blindness. Not all commercially available sunglasses block enough solar radiation to protect against snow blindness.

UMT tip	
W I N D PROTECTION	Wind blown debris entering the eyes can lead to eye irritation, injury, and infection. Use protective eyewear. Low humidity and windy conditions cause drying of the lining (mucus membranes) of the nose, mouth, and throat causing nosebleeds, sore throat, and minor respiratory difficulties. It can also dry and cause chapping of the skin, increasing the sensitivity to sunburn and chaffing. Covering the nose and mouth using a balaclava or scarf will limit the drying of mucus membranes.

First Aid

SECTION I.   EVALUATION OF CASUALTIES

This chapter provides information on first aid. The UMT must be able to care for soldiers that are injured or hurt. These are common soldier skills that the UMT must be able to perform in a field, combat or SASO environment.

Treat the most life-threatening injuries first. This will help save lives and prevent further injury. When evaluating or treating a casualty, seek medical aid as soon as possible. Do not stop the treatment, but if the situation allows, send another person to find medical aid.

CASUALTY EVALUATION STEPS

STEP 1 — Check for Responsiveness.

- Ask in a loud but calm voice, "Are you okay?"
- Gently shake or tap the casualty on an uninjured part of the shoulder or arm to get the casualty's attention.
- Watch for a response.
- If the casualty is conscious, ask where the casualty feels different than usual or where it hurts. Go to step 3.
- If the casualty is unconscious, continue the evaluation with step 2.

WARNINGS

If the casualty is conscious but is choking and cannot talk, **STOP** the evaluation and begin treatment for clearing an object from the throat of a conscious victim.	If there are any signs of nerve agent poisoning, mask yourself immediately, give the alarm, mask the casualty, and administer nerve agent antidote to the casualty.	If the casualty thinks there is an injured or broken back or neck, **DO NOT** move the casualty unless there is a life-threatening hazard in the immediate area.

STEP 2 — Check for breathing and pulse.

Breathing can be checked using one or more of the following methods:
- Look for the rise and fall of the casualty's chest.
- Listen for breathing by placing your ear about one inch above the casualty's mouth or nose.
- Feel for breathing by placing your hand or cheek about one inch above the casualty's mouth or nose.
- If the casualty is not breathing, stop the evaluation and begin mouth-to-mouth resuscitation.

NOTE ➤ Pulse will be checked, if necessary, during performance of mouth-to-mouth resuscitation.

STEP 3 — Check for bleeding.

Look for—
- Blood-soaked clothes or spurts of blood.
- Entry and exit wounds.

STEP 4 — When bleeding is present.

Stop the evaluation and begin treatment in accordance with the following actions, as appropriate.
- Arm or leg wound (put on a field or pressure dressing).
- Partial or complete amputation (put on a tourniquet).
- Open head wound (apply a dressing to an open head wound).
- Open abdominal wound (apply a dressing to an open abdominal wound).
- Open chest wound (apply a dressing to an open chest wound).

STEP 5 — Check for shock.

Look for —
- Sweaty but cool skin (clammy skin).
- Paleness of skin.
- Restlessness or nervousness.
- Thirst.
- Loss of blood.
- Confusion.
- Faster than normal breathing rate.
- Blotchy, bluish skin, especially around the mouth.
- Nausea and/or vomiting.

STEP 6 — When signs or symptoms of shock are present.

 ◆ Stop the evaluation and begin treatment for shock.

WARNING

Leg fractures must be treated before elevating the legs as a treatment for shock.

STEP 7 — Check for fractures.

Look for the following signs or symptoms, especially to determine a back or neck injury.
 ◆ Pain or tenderness of the neck or back area.
 ◆ Cuts or bruises in the neck or back area.
 ◆ Inability of a casualty to move (paralysis or numbness).
 ◆ Unusual body or limb position.

WARNINGS

| Unless there is an immediate life-threatening danger, **DO NOT** move a casualty who has a suspected back or neck injury. | **DO NOT** remove any protective clothing or boots in a chemical environment. |

STEP 8 — Immobilize any casualty suspected of having a neck or back injury.

Then do the following —
 ◆ Tell the casualty not to move.
 ◆ Place padding under the natural arch of the casualty's back for a suspected back injury.
 ◆ If a neck injury is suspected, place a roll of cloth under the casualty's neck and put boots (filled with dirt, sand, etc.) or rocks at both sides of the head.

STEP 9 — Check the casualty.

 ◆ Check the casualty's arms and legs for closed or open fractures.

STEP 10 — If the casualty is conscious.

- Ask the casualty to tell you where there is pain or tenderness or which areas can be moved.

STEP 11 — Next, look for the following.

- Swelling or discolorations.
- Deformities or unusual body positions.
- Bleeding.
- Bones sticking through the skin.

STEP 12 — If a fracture to an arm or leg is suspected.

- Stop the evaluation and begin treatment of the fracture.

STEP 13 — Check for burns.

- Look carefully for reddened or blackened skin or singed clothing.
- If burns are found, stop the evaluation and begin treatment for burns.

STEP 14 — Check for a concussion.

Look for —
- Unequal eye pupils.
- Fluid from the ear, nose, mouth, or injury site.
- Slurred speech.
- Confusion.
- Sleepiness.
- Loss of memory or consciousness.
- Staggering while walking.
- Headache.
- Dizziness.
- Vomiting.
- Paralysis.
- Convulsions or twitches.

NOTE ➤ If an ear is draining, apply a field dressing.

STEP 15 — If a concussion is suspected.

- Continue to watch for symptoms that would require performing mouth-to-mouth resuscitation, treating for shock, or controlling bleeding. Seek medical aid.

SECTION II. CLEARING OBJECTS FROM THE THROAT OF A CONSCIOUS VICTIM

Clearing an airway must be done quickly. Brain cells and the nervous system may die after 4-6 minutes without oxygen. You must attempt to clear the object from the casualty's throat, following the steps given here. Continue giving back blows and abdominal or chest thrusts until **1)** the casualty can talk and breathe normally, **2)** you are relieved by a qualified person, or **3)** the casualty becomes unconscious, requiring the obstruction be cleared by back blows, manual thrusts, or finger sweeps in the manner described in mouth-to-mouth resuscitation.

CLEARING OBJECTS STEPS

STEP 1 — Determine if the casualty needs help.

- If the casualty has good air exchange (able to speak or cough effectively), do not interfere.
- If the casualty has poor air exchange (weak coughing with high-pitched noise between coughs), go to step 2.

STEP 2 — Get the casualty to stand or sit.

STEP 3 —Give back blows to the casualty.

- Stand to the side and slightly behind the casualty.
- Place one hand over the casualty's breastbone.
- Bend the casualty forward, if possible.
- Deliver four sharp blows in rapid succession to the backbone between the shoulder blades.
- If unsuccessful, go to step 4.

STEP 4 — Give abdominal or chest thrusts to the casualty.

- Abdominal thrusts. Stand behind the casualty and wrap your arms around the casualty's waist. Make a fist with one hand and place the thumb side of the fist against the abdomen midway between the waist and ribcage. Grasp the fist with the other hand and give four quick backward and upward thrusts.
- Chest thrusts. Stand behind the casualty and wrap your arms under the casualty's armpits and around the chest. Make a fist with one hand and place the thumb side of the fist on the breastbone. Grasp the fist with the other hand and give four quick backward and upward thrusts. Repeat back blows and thrusts, as required.

NOTE ▶ The abdominal thrust should be used unless the casualty is so large that you cannot wrap your arms around the abdomen or the casualty has an abdominal wound.

SECTION III. MOUTH-TO-MOUTH RESUSCITATION

Mouth-to-mouth resuscitation must be applied quickly and correctly to restore breathing and prevent death. Perform this procedure following the steps given below. Continue giving breaths at the rate of about one breath every 5 seconds until the casualty starts to breathe on his own, you are relieved by a qualified person, or you are too tired to continue.

MOUTH-TO-MOUTH RESUSCITATION STEPS

STEP 1 — Ensure the casualty is lying on the back.

- Kneel at the side of the casualty's head.

STEP 2 — Open the airway.

- The head-tilt, neck-lift method. Place one hand on the casualty's forehead and the other hand under the neck. Gently lift the hand under the neck and press down with the hand on the forehead.
- The head-tilt, chin-lift method. Place one hand on the casualty's forehead and press to tilt the head back. Place the fingertips of the other hand under the tip of the chin and lift forward.

NOTE ▶ The teeth should be brought close together, but the mouth should not be completely closed.

STEP 3 — Check for breathing by placing your ear over the casualty's mouth and looking toward the chest.

- Look for the rise and fall of the chest and the stomach.
- Listen for any sounds of breathing.
- Feel for breath.

NOTE ▶ The rescuer's mouth must completely seal the casualty's mouth when giving the breaths.

STEP 4 — Give air to casualty.

- Give four quick breaths to ensure an open airway.
- Pinch the casualty's nose closed using the hand on the casualty's forehead.
- Blow four quick, full breaths into the casualty's mouth while watching for the chest to rise.
- If the chest rises, go to Step 8.
- If the chest does not rise, go to Step 5.

STEP 5 — Reposition the casualty's head so the neck is higher, and repeat giving breaths.

- If the chest rises, go to step 8.
- If the chest does not rise, go to step 6.

STEP 6 — Clear the airway using back blows, thrust and finger sweeps, as required.

Back blows—
- Roll the casualty onto the side with the casualty's chest against the rescuer's thigh.
- Give four sharp blows in rapid succession to the backbone between the shoulder blades.

Thrusts—
- Straddle the casualty facing the casualty's head.
- Center both hands, palms down with one on top of the other, between the casualty's waist and ribcage or on the breastbone.
- Position the shoulders directly over the hands and quickly press down and forward toward the head four times.

NOTE ▶ The abdominal site will be used unless the casualty has abdominal injuries.

Finger sweeps—
- Grasp the tongue and lower jaw between your thumb and finger to open the jaw, or cross the fingers and thumb to push the teeth apart.
- Use one finger of the other hand to sweep foreign matter from the mouth, using a hooking motion from the side of the mouth toward the center.

STEP 7 — Repeat Step 4 to ensure an open airway.

- If the airway is still not open, repeat Step 6 until the airway is clear.
- If the airway is open, go to Step 8.

STEP 8 — Check for pulse in the groove on the casualty's throat beside the Adam's apple.

- ♦ If a pulse is found but the casualty is not breathing, go to Step 9.
- ♦ If no pulse is found, CPR must be performed by qualified personnel.
- ♦ Send for qualified medical personnel.

STEP 9 — Give mouth-to-mouth resuscitation at the rate of about one breath every 5 seconds, rechecking the pulse after every 12 breaths.

NOTE Continue mouth-to-mouth resuscitation. When breathing is restored, watch the casualty closely, maintain an open airway, and check for other injuries.

SECTION IV. FIELD OR PRESSURE DRESSINGS

The proper procedures for applying a field or pressure dressing can prevent the further loss of blood. The UMT may be called upon to act quickly to assist soldiers.

STEPS TO APPLY FIELD OR PRESSURE DRESSINGS

STEP 1 — Uncover the wound.

WARNINGS		
DO NOT attempt to remove clothing that is stuck to the wound.	DO NOT attempt to clean the wound.	DO NOT uncover the wound in a chemical environment.

STEP 2 — Apply the casualty's field dressing.

- ♦ Apply the dressing, white, sterile side down, directly over the wound.
- ♦ Hold the dressing in place with one hand and with other hand wrap each tail, one at a time, in opposite directions around the injury so that the wound is covered and secured.
- ♦ Tie the tails into a no-slip knot over the outer edge of the dressing.

WARNING If the extremity is missing, apply a tourniquet first, then pad and bandage the stump using improvised materials.

WARNING ── DO NOT tie the knot over the wound.

STEP 2 continued — Apply the casualty's field dressing.

- Check the dressing to make sure that it is tight enough to prevent slipping and loose enough to insert two fingers between the knot and the dressing.

STEP 3 — Apply manual pressure to stop the bleeding and elevate the arm or leg, if necessary.

- Apply firm manual pressure over the dressing for 5 to 10 minutes.
- Elevate the injured part above the level of the heart.

WARNING ── Do NOT elevate a suspected fractured limb unless it has been splinted.

STEP 4 — Apply a pressure dressing, if necessary, keeping the injured part elevated.

- Place a wad of padding directly over the wound on top of the original dressing.
- Place an improvised dressing of strips of cloth over the wad of padding and wrap it tightly around the limb.

- Tie the ends in a no-slip knot directly over the wound to secure the extra padding.

- Check to make sure the dressing is tight enough so that only the tip of one finger can be inserted between the dressing and the knot.

WARNING ── The pressure dressing should not have a tourniquet effect. It must be loosened if the skin beyond the injury becomes cool, blue, or numb.

STEP 5 — If the bleeding stops, watch the casualty closely and check for other injuries.

STEP 6 — If the bleeding continues, apply a tourniquet.

SECTION V. USING A TOURNIQUET

The most common condition requiring immediate action is the bleeding wound. Previously applied first aid procedures may have failed to stop the bleeding and the UMT must now act quickly and properly to apply a tourniquet.

STEPS TO APPLY A TOURNIQUET

STEP 1 — Make a band at least two inches wide by folding an improvised bandage.

WARNING   DO NOT use wire or shoestring for a tourniquet band.

STEP 2 — Position the tourniquet.

- Place the tourniquet around the limb 2 to 4 inches above the wound but not on a joint.
- Place the tourniquet over the smoothed sleeve or trouser leg, if possible.

STEP 3 — Apply and secure the tourniquet.

- Tie a half knot.
- Place a stick (or similar object) on top of the half knot.
- Tie a full knot over the stick.
- Twist the stick until the tourniquet is tight around the limb and the bleeding has stopped.

NOTE   The tourniquet can be secured using the ends of the tourniquet band or with another piece of cloth so the stick does not unwind and the casualty is not further injured.

STEP 4 — Mark the casualty's forehead with a "T" using mud, the casualty's blood, or whatever is available. Ensure that the "T" is clearly visible.

STEP 5 — Ensure the tourniquet is NOT covered.

STEP 6 — **Ensure the tourniquet is NOT loosened.**

STEP 7 — **Watch the casualty closely for life-threatening conditions, and check for other injuries.**

STEP 8 — **Seek medical aid.**

SECTION VI. FIRST AID FOR BURNS

Correct treatment of burns will minimize further injury of a burned area. The UMT must react quickly and give the proper aid according to the situation and the type of burn.

| BURN TREATMENT STEPS |

STEP 1 — **Move the casualty away from the source of the burn or remove chemicals from the casualty, as appropriate.**

THERMAL BURNS —

- If the casualty's clothing is on fire, cover the casualty with a field jacket or any large piece of nonsynthetic material and roll the casualty on the ground to smother the flames.

ELECTRICAL BURNS —

- If the casualty is in contact with an electrical source, turn the electricity off if it does not require much time to accomplish. If you do not turn the electricity off, drag the casualty away from the source using nonconductive material (e.g., rope, clothing, or dry wood).

WARNING   DO NOT touch the electrical wire or the casualty with your bare hands.

CHEMICAL BURNS —

- Remove liquid chemicals from the burned casualty by flushing the burn area with as much water as possible (e.g., from a canteen or a lyster bag). Remove dry chemicals by using a dry cloth to brush off loose particles, taking care to avoid getting the chemicals on yourself. After brushing, flush the area with large amounts of water.
- Smother burning white phosphorus with water, a wet cloth, or wet mud; keep it covered with wet material to exclude air from getting to the phosphorus.

WARNINGS

> DO NOT apply any water unless large amounts are available. A small amount of water will cause the chemical to burn.

> Blisters caused by a blister agent are actually burns. DO NOT try to decontaminate skin where blisters have already formed. If blisters have not formed, decontaminate skin using the M258A1 decontamination kit.

STEP 2 — Uncover the burns.

- Cut and gently lift away clothing covering the burned area, taking care to avoid pulling clothing over the burns.
  - Do not try to remove cloth which is stuck to a burn.
  - Do not break blisters.

NOTE

Remove the casualty's watch and rings in case of swelling. Place them in the casualty's pocket.

WARNING

> DO NOT uncover the wound in a chemical environment.

STEP 3 — Apply the dressing.

- Place the white, sterile side of the casualty's field dressing directly and gently onto the burn.
- Hold the dressing in place with one hand and with the other hand wrap one tail of the dressing around the injury.
- Wrap the other tail in the opposite direction until the dressing is covered.
- Tie the tails firmly into a knot over the outer edge of the dressing but loose enough to insert two fingers between the tie and dressing.

WARNINGS

> DO NOT try to clean the burns or apply any medicine, ointment, or grease.

> DO NOT place a dressing over the face or genital areas.

NOTE ▶ If you do not have a field dressing, or if it is not large enough for the entire wound, use the cleanest material available to improvise a dressing. If the burn is due to white phosphorus, the dressing must be wet.

STEP 4 — Watch the casualty closely for life-threatening conditions and check for other injuries.

WARNING

Electrical burns may cause breathing or heart difficulties.

NOTE ▶ If the casualty is not nauseated, give the casualty small amounts of water.

STEP 5 — Seek medical aid.

SECTION VII. PREVENTION OF SHOCK

Shock may be caused by severe or minor trauma and can result in death. Early identification and proper treatment by the UMT may save the casualty's life. To prevent death from shock, aid must be given quickly and effectively. A shock victim will display signs or symptoms such as sweaty but cool skin, paleness of skin, nausea, restlessness and confusion, blotchy or bluish skin around the mouth, thirst, loss of blood, and a fast breathing rate.

SHOCK PREVENTION STEPS

STEP 1 — Position the casualty.

◆ Move the casualty to cover, if cover is available and the situation permits.
◆ Lay the casualty on the back unless a sitting position will allow the casualty to breathe easier.
◆ Elevate the casualty's feet higher than the heart, using a stable object so the feet will not fall.

WARNING

DO NOT elevate the legs if the casualty has an unsplinted broken leg or an abdominal injury.

Medevac Procedures

SECTION I. THE BASIC REQUEST FOR AERO-MEDICAL EVACUATION

MEDEVAC Request Format

LINE 1 —— Location of pick-up site.

LINE 2 —— Radio frequency, call sign and suffix.

LINE 3 —— Number of patients by precedence.

LINE 4 —— Special equipment required.

LINE 5 —— Number of patients by type.

LINE 6 —— WARTIME — Security of the pick-up site.
PEACETIME — Number and type of wounds, injuries and illnesses.

LINE 7 —— Method of marking the pick-up site.

LINE 8 —— Patient nationality and status.

LINE 9 —— WARTIME — NBC contamination (only if applicable)
PEACETIME — Description of terrain at the pick-up site.

SECTION II. EVACUATION REQUEST PROCEDURES

Before initiating any operation, a unit must have an evacuation plan in effect. The plan may be a standard SOP or it may be designed for a particular operation. It can be published in various ways depending on the level of headquarters and the amount of detail required.

For example, it may be in the form of verbal instructions at the squad or platoon level, a comment in the SOI, or a paragraph in the unit operations order.

The unit evacuation plan is essential to requesting and affecting evacuation because it identifies —
1. Primary and alternate channels to be used in submitting the MEDEVAC request.
2. Primary and alternate evacuation route(s) to be used.
3. Methods of evacuation to be used.
4. Location of the destination medical treatment facilities to be used, if predesignated.

The determination to request MEDEVAC and assignment of MEDEVAC precedence is made by the senior military person present, based on the advice of the senior medical person at the scene.

Several differences exist between wartime and peacetime MEDEVAC request formats and procedures. Security considerations, for example, present a basic difference between wartime and peacetime requesting procedures. Under all nonwar conditions, the safety of U.S. military and civilian personnel outweighs the need for security, and clear text transmissions of MEDEVAC requests are authorized.

During wartime, the rapid evacuation of patients must be weighed against the importance of unit survivability. Accordingly, wartime MEDEVAC requests are transmitted by secure means only. If the unit preparing the request does not have access to secure communications, the MEDEVAC request must be prepared in encrypted form.

Encrypting is required for all information on the request with the exception of —

    1. The MEDEVAC line number identifier. This information is always transmitted in clear text.

    2. The call sign and suffix (Line 2) which can be transmitted in clear text.

In wartime and training situations, brevity codes must be used in preparing all MEDEVAC requests. Use of locally devised brevity codes is not authorized.

SECTION III. "EXPANDED" MEDEVAC REQUEST

The format for a MEDEVAC request is repeated here, providing detailed information entries for some lines of the basic request.

Line 1 - Location of pick-up site.
Line 2 - Radio frequency, call sign and suffix.
Line 3 - Number of patients by precedence.
    A - URGENT. Evacuated as soon as possible and within a maximum of 2 hours to save life, limb, and eyesight.
    B - URGENT SURGICAL. Patients must have far forward surgical intervention to save life and stabilize for further evacuation.
    C - PRIORITY. Sick, injured, and wounded personnel requiring prompt medical care. Evacuate within 4 hours or medical condition will deteriorate to an URGENT precedence.
    D - ROUTINE. Personnel requiring evacuation, but whose medical condition is not expected to deteriorate significantly. Evacuated within 24 hours.
    E - CONVENIENCE. Patients for whom air evacuation is a matter of medical convenience rather than necessity.

NOTE ▶ Note: If two or more categories must be reported in the same request, insert the word "break" between each category.

Line 4 - Special equipment required.

A — None.	**C** — Extraction equipment.
B — Hoist.	**D** — Ventilator.